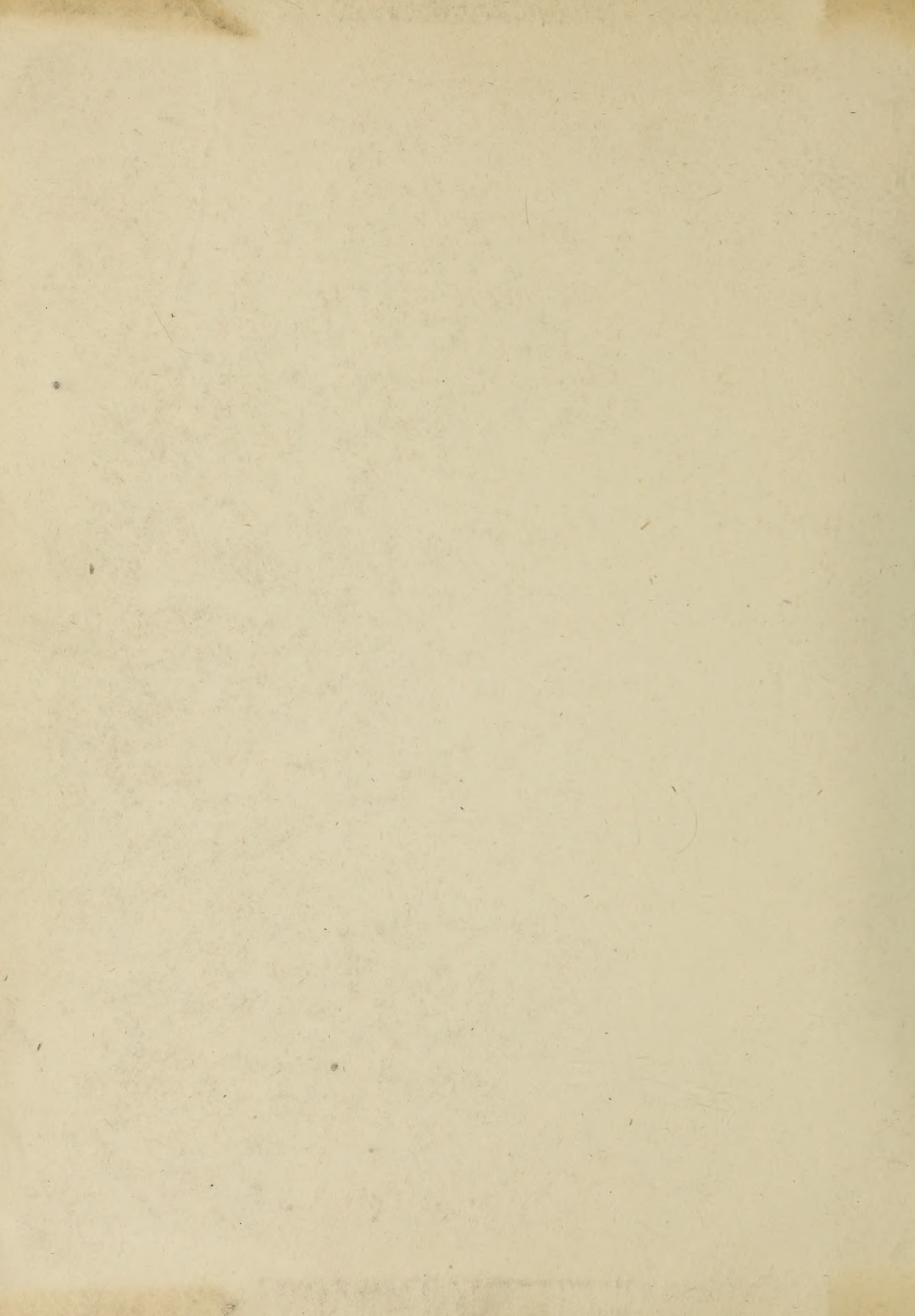






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Footwear

In Canada

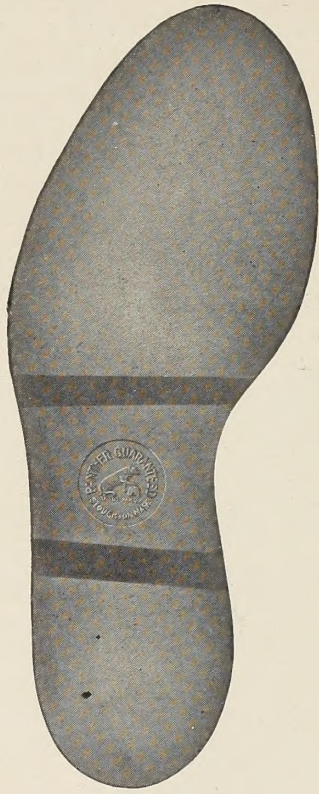


THE extreme Regal popularity is a reflection of the honest workmanship and honest materials that unfailingly enter into every pair of Regal Shoes. More—it is due to the fact that Regals supply authentic shoe styles for every season and every need.

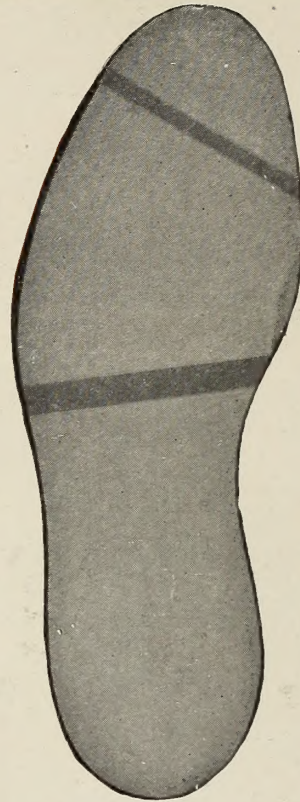
Latest Catalogue gladly sent on request.

Regal Shoe Company, Limited, Toronto

Office and Factory—472-474 Bathurst Street



**"Sure-Step"
Rubber
Heels**



**Tested
Fibre
Soles**

PANTHER

Panther Soled footwear is your best buy. Each successive season, Panther Fibre soles and heels become more firmly entrenched in the footwear market. Each season brings a greater number of followers to the Panther march of progress.

Panther Fibre soling can be used exactly as leather in making up footwear. It will surpass the best of leather in appearance, wear, comfort, utility in rain or shine. The increasing cost of leather is bringing "Panther" into the foreground. We will be glad to tell you how you can obtain the profit possibilities of the Panther product. Write us.

Panther Rubber Company, Limited

Sherbrooke

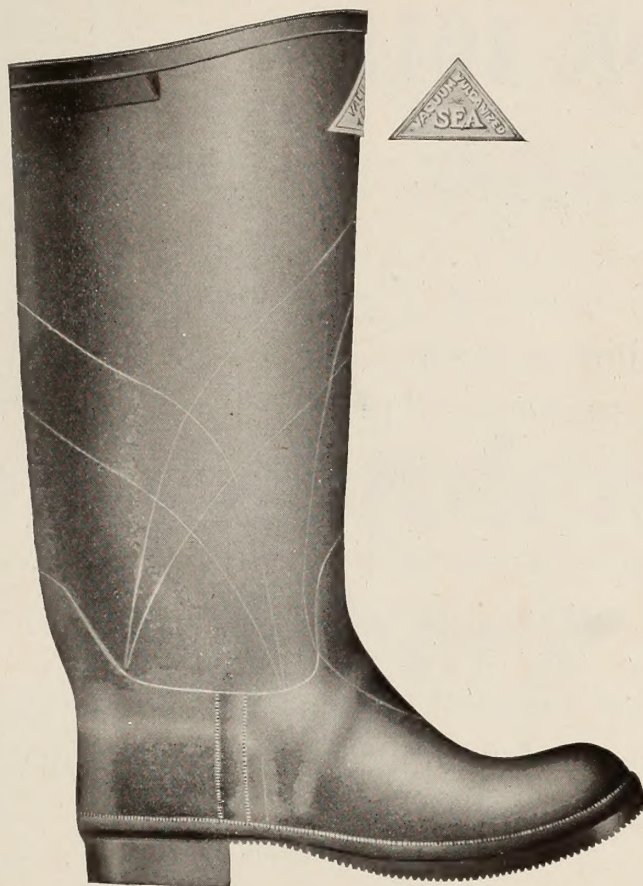
P. Que.





THE "SEA" BOOT

Stands the Test of Hard Wear



HIP, STORMKING OR SHORT

The latest Dominion Rubber System production in Men's Pure Gum Boots, a strictly high grade quality, constructed along special lines to give wear where wear is needed most.

The Sea Boot is making a big "catch" among fishermen and among those who are looking for the very best quality in Rubber Boots.

For further particulars, write our nearest Branch

Canadian Consolidated Rubber Co., Limited

Head Office - MONTREAL

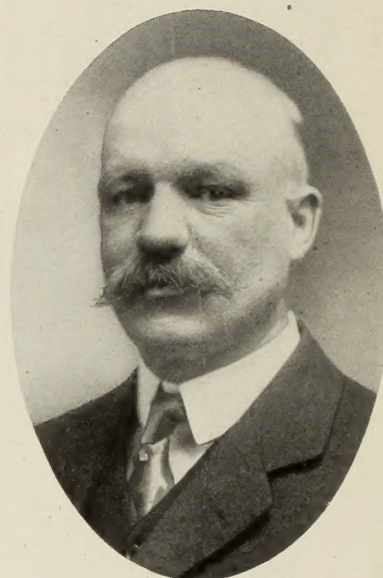
Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver, and Victoria.

Forward and Be Happy !

OUR MOTTO FOR 1918



THE house of James Robinson wishes you every happiness and prosperity in the New year.



JAMES ROBINSON

Keep your store well stocked with Robinson's reliable quality, up-to-date Bostonian Shoes.

The more you sell the happier you'll make your customers. We shall be pleased to forward you samples and prices.

*Everyone wants Leather
Footwear*

from

JAMES ROBINSON
Montreal



Robinson is READY



LET'S show you what a well-stocked wide-awake house can do for you. We are ready to supply you with any quantity of the ever reliable Independent Brand of Rubbers. All the latest lines and popular lasts. Progressive dealers know these well. They mean—BETTER WEAR.

Independent Rubbers

wear longer. That's just one good reason why you ought to stock up with them.



Write, phone, or call on

James Robinson MONTREAL



R. G. LONG & CO., LIMITED

Placing
the 1918 Order

Now
for



Moccasins

CONVERSATION figures are one thing, facts are another. Here are the facts:—We make more horsehide and buckskin moccasins than any two other concerns in Canada. We have more skins in the tanneries at the present time for future delivery than all other concerns put together. Our men are now out showing samples. Make sure of your moccasins this Fall—wait for the Bob Long Salesman.

TORONTO



REGISTERED
KNOWN FROM COAST TO COAST

CANADA

CLARK'S

PATENT EVER VICTORIOUS

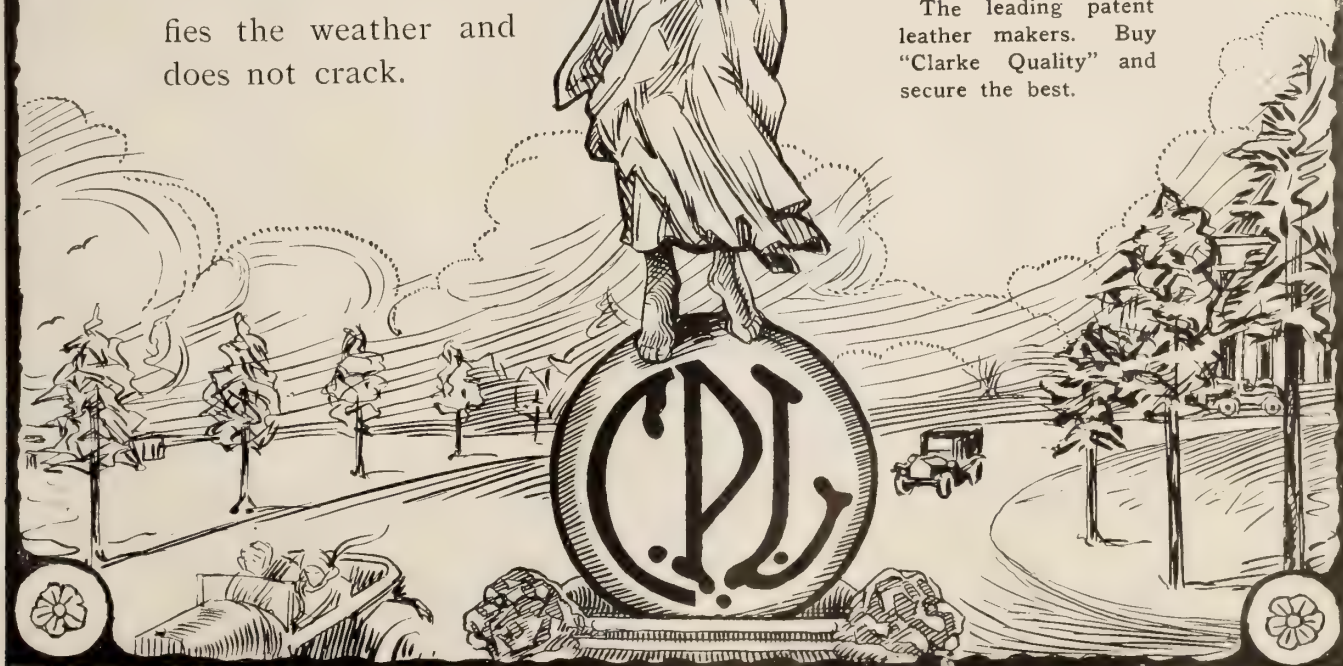
LEATHER ABOVE ALL OTHERS

The glossy, black leather with the beautifully clear and brilliant surface. Defies the weather and does not crack.

A. R. Clarke & Co.
Limited

Toronto - Ontario

The leading patent leather makers. Buy "Clarke Quality" and secure the best.





"Cold Proof" Felts

Great West "Cold Proof" Felts are a decided acquisition to any dealer's stock. When it comes to a question of permanent profits there is no dispute over quality, values and all-round satisfaction. "Great West" Felts have everything in their favor.

Specify "Great West Cold Proof" Felts when ordering your next Fall requirements.

HANDLED BY ALL GOOD JOBBERS.

The Great West Felt Co., Limited

ELMIRA, ONTARIO





Exceptional Values

in

Sensible Shoes



Sensible shoes are what the majority of people are buying to-day. They are getting away from the habit of buying shoes for style alone.

The increase in the sale of **TEBBUTT SHOES** is sufficient evidence that their merits are being recognized and appreciated wherever shown. It would be to the advantage of every merchant in Canada to be prepared to supply their customers with a shoe that combines **QUALITY, STYLE AND COMFORT**, such as found in the Tebbutt product.

The antiseptic features in these shoes will add to your customers' foot health, and will prove to be one of your greatest assets.

Carried in Stock by all Good Jobbers.

*THE
Professor*

PAT. NO. 119409
**GOLD CROSS
SHOE**

Doctors
**ANTI-SEPTIC
SHOE**
PAT 1908 1909
**NON
PERSPIRO**

TEBBUTT SHOE & LEATHER CO.

LIMITED

Three Rivers, Que.



A360—Wos. Russia Calf 8½ inch Lace, 1½ inch Cuban Heel, Welt, Bryn Mawr Last, A width, sizes 3½-8; B width, sizes 3-7; C and D widths, sizes 2½-8. . . . \$5.15

IN STOCK—READY TO SHIP

*Order these popular styles
by mail.*

You will also find many other splendid values in our Three Million Dollar stock of seasonable merchandise carried on the floor in Men's, Women's, Boys' and Girls' Good Shoes.

*Write for free copy of our Catalog
showing the complete lines.*



NEW YORK, U.S.A.



A48 Wos. Gum Metal 8 inch Lace, 1½ inch Cuban Heel, Welt, Co-Ed Last. B width, sizes 3-7; C and D widths, sizes 2½-8 \$4.15



Brown Shoe Company.

—MANUFACTURERS—

ST. LOUIS

U.S.A.



Quality and Economy

WE ARE ILLUSTRATING two new styles from AYLMEER SHOE CO., LTD. These and other Aylmer lines are profit producers and worth money to your business. Write, phone or wire us for information.



Ladies' Perforated, on Princess Last, Royal Purple, Medium low heel. Model 906 C. Widths A to D

Our business success has been built on a basis of fair dealing and co-operation. We believe in building business satisfaction for our customers. Our shoes are good value, and contain honest materials and clean shoemaking.



Mens' Royal Purple or Mahogany Calf. Long recede toe. Paris Last. Model 112 C. Widths A to D.

AM-BRI-CAN DISTRIBUTORS

Head Office, 57 Gould Street, Toronto

Distributors for Aylmer Shoe Co., Limited, Aylmer, Ont.



PUBLIC APPROVAL

The greater wear value, the added style,
the extra comfort given to shoes having

SPAULDING'S
OAK TAN
FIBRE INNERSOLING

insures increased public approval, therefore
greater selling power to your Footwear.

Made by the same Spauldings that Manufacture
Spaulding's Guaranteed Fibre Counters

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

PHILADELPHIA
John G. Traver & Co.,
329 Arch St.

CINCINNATI
Taylor-Poole Co.,
410 E. 8th St.

ST. LOUIS
Taylor-Poole Co.,
1602 Locust St.

CHICAGO
J. E. D. McMechan,
217 W. Lake St.

SEVEN FACTORIES :
Tonawanda, N.Y. Rochester, N.H. No. Rochester, N.H.
Milton, N.H. Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Canadian Agents:
International Supply Co., Kitchener, Ontario, and Quebec City.

V. Champigny, Montreal.



ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY
LIMITED**

The VULCO-UNIT BOX TOE

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915



Is now being Manufactured
at our
CANADIAN FACTORY
at
SHERBROOKE, QUEBEC

BECKWITH BOX TOE COMPANY
Sherbrooke, Quebec, Canada

Really Sensible Shoes



HERE THEY ARE!

More and more are our shoes finding favor in the eyes of women who appreciate sensible shoe-wear.

The styles now showing for Spring selling embrace many shoes made on the lines of the one we now illustrate. They

are shoes that are good through and through. They satisfy the careful dresser.

Appearance and Durability

Not made only to look smart, but also to give the utmost satisfaction in wearing quality. They represent the Acme of Shoe Value.

Ask us all about them. We are always pleased to give information.

*We Offer You the Right Shoes
at the Right Prices.*

Canadian Footwear Co.

Limited

MONTREAL

Salesroom : 44 St. Antoine St.

Factory : Pointe-Aux-Trembles

DU-FLEX CONTEST

\$2,000.00

offered by the Avon Sole Company, makers of Du-Flex Soles and Heels

**Open to EVERYBODY.
No Charge to ENTER.
NOTHING to BUY.**

Contest on *now*. It is wide open. All Repairers and Dealers should send at once for a supply of Contest Circulars, "*which are Free.*" They will then have a chance to share in the prize awards.

Avon Sole Company

370 High Street, Avon, Mass., U. S. A.

Distinct Virtues in Footwear

Quality, Style, Comfort and Value



These four qualities you will find well represented in D. L. & Co.'s footwear: Leather that is absolutely reliable you are certain to secure, because we have always a good supply of the selected quality leather, received direct from our own tanneries. Style and Comfort are built into the shoes, while our Values will compare favorably with those of any house in Canada.

Madame and Miss Nineteen-Eighteen

will want to wear "Metropolitan," "Patricia," and "Paris" Shoes. These three brands will be more than ever in evidence in smart shoe shop windows during the New Year. Men who know good styles will want to wear them, too. Be sure to have in a good selection.

MAY WE "SHOW YOU" OUR MODELS AND
QUOTE OUR PRICES?

Daoust, Lalonde & Co., Limited

MONTREAL, QUE.

Branch—Metropolitan Shoe Co., 91 St. Paul St. E., Montreal Que.

BENNETT
TRADE MARK**BENNETT**
TRADE MARK

The "COMPLETE" COUNTER

Made to stand up under the *hardest* wear and yet be *comfortable* on the wearer's foot.

WEAR and COMFORT, we put these two qualities into the FIBRE.

We then mould that fibre, by modern process, to conform to the shape of your lasts.

Try BENNETT counters and be completely satisfied.

=====
Send to-day for Samples and Price List.
=====

BENNETT LIMITED

Makers of Shoe Supplies

Sales Office 59 St. Henry
MONTREAL

et.

CHAMBLY CANTON, Que.

BENNETT
TRADE MARK**BENNETT**
TRADE MARK

Dee's White Specialties

White Heel Enamel

White Edge Stain

White Bottom Enamel

White Cleaners

for Canvas, Nubuck and Kid

White Folding Cement

DEE'S FLEXITY STAIN CO.

Lynn, Mass.

4-One Wirebound Boxes

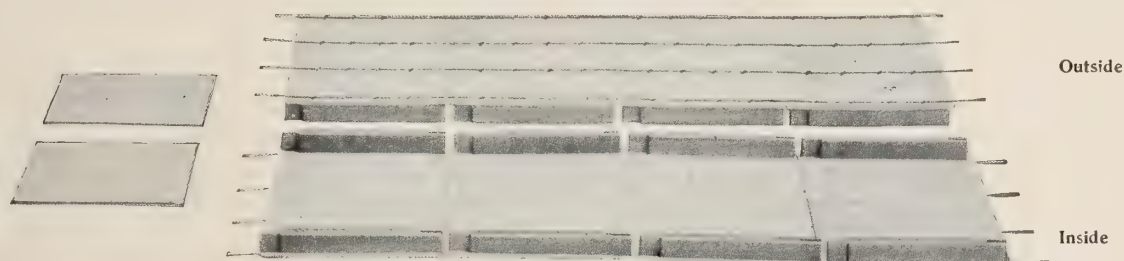
Manufacturers and Shippers,—

You are interested in the National demand of to-day

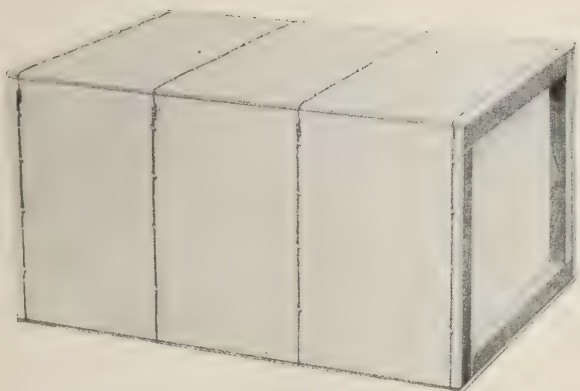
ECONOMIZE AND SAVE

That's what our 4-ONE box will do for you.

VIEW SHOWING BOX IN KNOCK-DOWN



Easily Assembled



View Showing Box Ready for Shipping

Reduces freight charges by 50%.

- “ storage space when stored in the knock-down.
- “ complaints from customers, goods arrive in good condition.
- “ claims, no more damaged goods while in transit.

The 4-One principle of construction is such that external strain and bulging strains cannot injure contents. Whatever the nature of your product you will find the 4-One box an inexpensive and safe shipping method.

Drop us a postcard requesting samples and prices.

4-Ones are made in Canada by

CANADIAN WOOD PRODUCTS, LIMITED
1000 Gerrard Street East, TORONTO



"RINEX" Outwears Leather

"RINEX" on account of its construction, is more durable than leather. "RINEX" is the same composition through and through and wears like iron.

"RINEX" combines all the good qualities of leather and rubber, with the added features of longer wear and greater flexibility, which means more foot comfort.

"RINEX" is always waterproof. No dampness reaches the foot through a "RINEX" sole.

On your next order of shoes demand "RINEX" Soles The best shoe manufacturers will give them.

Canadian Consolidated Rubber Co., Limited

Head Office - MONTREAL

Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver, and Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

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Single copies 15 cents

Vol. 8 January, 1918 No. 1

The Outlook for 1918

The beginning of the year 1918 finds conditions in the shoe and leather trade more and more complicated. This may continue until the end of the war. However, it is felt by many manufacturers and retailers that we are now on the verge of a crisis that will revolutionize the shoe industry. The high price of materials and the shortage of labor, more emphasized now on account of the enforcement of the Military Service Act, have created problems and difficulties of unprecedented magnitude. Just how these will be settled, time only can tell.

Following the usual Christmas activity, retailers reported a sudden cessation of buying—particularly in men's—and the opinion is general that the public have almost reached the point of rebellion, as regards the price of all but staple footwear. It is a well-known fact that thousands of pairs of shoes are being repaired that, under normal conditions, would have been discarded and replaced by new ones. This is all very nice for the repair trade, but the retailer and the manufacturer are viewing the tendency toward conservation with no little alarm. Manufacturers have lowered

their selling prices to the least possible figure—in many cases securing only sufficient to pay actual costs of production. It is only by receiving a sufficient volume of business, therefore, that many will be able to steer their way through the anticipated period of re-adjustment. One manufacturer has suggested that amalgamations of several factories into central organizations might help materially to weather the storm.

In the United States the War Industries Board is planning a radical standardization in clothing and shoes, for the purpose of conserving materials and labor during the war, and it is quite possible that some such action may be necessary in Canada in the near future. So far we have been singularly free from many of the privations experienced in countries closer to the war zone, but with the advance of time, and the continuation of hostilities, it seems more than ever likely that in order to "carry on" successfully we must put our various industries and their output on a wartime basis. There is little doubt that the coming year will see great changes, but whatever they may be, and whatever action may be taken by our government, we feel sure the entire industry will stand loyal and act together to the end that our common purpose—the successful termination of the war—may be achieved as soon as possible.

* * *

Play Fair with the "Early Shopper"

A woman who had accepted the given advice and "shopped early" in the Christmas season was heard to remark a few days before Christmas that never again would she do her buying until the eleventh hour. Articles which she had bought fully thirty days before Christmas were reduced; in some cases as much as two or three dollars were knocked off at the last moment. For example, a toy which she had purchased a couple of weeks before for \$2.50 was reduced to \$1.89 during the last week of shopping. "The merchants beg of us to shop early," she complained, "but that is the way they treat us. There will never be any incentive for a woman to do her Christmas buying early until the retailers stop cutting prices at the last moment. Every woman I met when I was doing my shopping told me they were holding off, 'waiting for the bargains.'"

Here is a customer who, by persistent advertising, was converted to the "shop early" movement—and the retailers "double-crossed" her, and likely there were many others who found themselves in the same position. Her decision to postpone seasonal shopping ever after until the last moment is not to be wondered at, and it will be the natural attitude until retailers in general come to a realization of the error of their ways. There is no suggestion that shoe retailers are at fault to anything like the extent of dealers in many other lines, but nevertheless they are not entirely guiltless. If sales must be held at the Christmas sea-

son, why not hold off until a few days after? So long as people are aware that prices will be cut during the last few days preceding Christmas, the "shop early" advice will fall on barren soil.

* * *

Listen Well, But Don't Argue

A man who runs a small barber shop in Toronto was recently sentenced to a year in jail because he expressed the opinion, to a man who wanted to post a Victory Bond poster in his window, that anybody who put his money into the Victory Loan was a fool. The offence, possibly, has been exaggerated, but it nevertheless goes to show that any man in business should be very careful indeed in expressing his private opinions, no matter on what subject. If a customer has pronounced political views it is pretty good policy to at least refrain from expressing an opinion, even though, to your way of thinking, he is entirely wrong. If his opinions on this or that question not directly connected with your business do not coincide with your own—why worry? Let him have his way. The customer is your meal ticket and no retailer is under any moral necessity to enter into controversial discussion on irrelevant matters which may result in ill-feeling and loss of trade. If customers insist on bringing up certain topics for discussion you will certainly lose nothing, and may gain much, by listening attentively. Everybody is flattered by an attentive listener. It is, of course, asking too much of any intelligent, independent man to openly approve views opposed to his own good judgment, but by judiciously refraining from "crossing" your customer you stand less chance of hurting his feelings. If you've got to talk about something, fall back on the weather—it furnishes about the safest material available in the present unsettled days.

* * *

Who Shall Go Short in 1918?

At the beginning of a New Year the Food Controller appeals to all public-spirited citizens to study the facts of the world food situation and their own personal responsibilities in connection with the food shortage. Food is the most essential material thing in the world to-day. The situation in Great Britain, France and Italy is exceedingly grave. In all the neutral countries of Europe it is desperate. In Germany the workers have so deteriorated by reason of malnutrition that the output per capita has been reduced by about 33 per cent. as compared with the first year of the war. There is not enough food in the world to go around on the same generous scale as before the war. Who shall go short?

The world shortage of supplies up to the present has been felt in this country only indirectly through the rapid advance in prices. Important saving has been effected in beef, ham, bacon and white flour, but far greater economies are required. As yet the great majority of the people have made practically no real

food sacrifices. The need overseas is such that this continent must do the utmost. The people of Canada who have food in abundance must reduce their own consumption of certain foods and share with those who have not enough to maintain their physical efficiency. The allied armies and civilian populations will then be given the support which they must have to win. There will be much suffering in Europe despite the best efforts of the people on this side of the Atlantic, but we at least have it within our power to ensure that such privations will be no greater than is absolutely necessary. It is our plain duty and privilege to support the morale of the fighting men and the civilian populations of Europe and ensure it from being endangered by the menace of starvation.

Canadians have responded splendidly to every appeal that has been made to them since the outbreak of the war. The call has now come for voluntary rationing so as to save wheat flour, beef, bacon and sugar and for the utmost effort to produce the greatest possible amount of food in 1918. The situation is so serious and the dangers which it involves are so grave that if the voluntary response is not immediate drastic measures may be necessary.—Canadian Food Bulletin.

Remarkable Increase in Exports

CANADA'S export trade in manufactured goods of home production during the fiscal year 1917 was the most remarkable in the history of the Dominion. Its aggregate value—\$477,399,676—exceeded that of 1916 by 97 per cent. and that of 1914 by 735 per cent. The export trade in leather and manufactures of has been carried on under some difficulty, owing to the scarcity of raw material, but in spite of this there was an increase under this general classification of 130 per cent. in the three years. The manufacturers of leather are, however, likely to profit much from their experience, they having formed connections abroad which promise to stand them in good stead in post-war times, Canadian leather having earned a good reputation in markets in which it was previously practically unknown. The additional war orders now being placed for boots, which are to be made after the British army pattern, instead of the Canadian, as formerly, will also naturally tend to swell the export figures regarding this line.—W. L. Edmonds, in Toronto Globe.

Easter Sunday, 1918, will fall on March 31—a week earlier than last year. Retailers should keep this date in mind and make the most of their opportunities.

How Do You Keep Track of Your Stock?

Here is a Loose Leaf, Indexed Card System Involving a Minimum of Clerical Work—Also Provides Good Stock Numbering Plan—A Simple Accounting System is also Given in Comprehensive Form

AS we have frequently pointed out in recent issues of "Footwear," the successful shoe merchants, in the main, appear to be those who have some form of stock-taking system in operation. One of the most interesting stock record systems we have seen is a loose leaf indexed record system involving a minimum of clerical work. Weekly or monthly Size Sheets, Fig. 1, as taken from stock on hand, constitute the permanent record. Salmon colored cards are used for index cards. The record of each shoe is kept under its stock number index card. Briefly the system follows:

I. Identify each style shoe by permanent stock number.
II. Enter in red ink on a separate size sheet kept for that purpose all goods "on order," checking them off as received. Such sheet should be kept in file at all times next to its stock number index card.

III. As goods are received check off red ink "on order" sheet those sizes received, add sizes to most recent size sheet. Goods as received should be checked by bill and examined carefully. Each shoe of a pair should then be marked on bottom with lot number, toe number, and size and width if desirable. The toe number should also be marked on carton so as to render it impossible to return a shoe to the wrong carton. These toe numbers generally run from 1 to 10,000 and are of great value in preventing mismates or misplaced shoes. The carton should also be marked with lot number, size and width, in addition to toe number. This must be carefully done as whole size system depends on having each

very lightly or omitted on many shoes. If this record is used for women's or other shoes the sizes at the top of columns may be altered with blue pencil or this heavy lined area disregarded.

VIII. Sales last month will be the difference between the number of pairs on hand at beginning of month plus goods received during month less the number of pairs on hand at end of month. Number of pairs received during month should be available from "on order" card. When any goods are received and checked off the "on order" schedule of sizes the total number of pairs received and date should be noted on the "on order" card—briefly thus—July 28th, 92 pairs. Sales for any given period may be immediately computed from the monthly cards.

The size sheet measures 8 in. x 4½ in. The following stock number system is used:

Starting at the lowest retail price let first two figures of stock number represent twice the retail price—1000 for a \$5.00 shoe, 1100 for a \$5.50 shoe, 1400 for a \$7.00 shoe, etc. Let the black calf shoes run from 1 to 50—1101 being a black calf \$5.50 shoe, for example. The black kids starting at 25 to 39, the patents from 40 to 50. Thus numbered, 1546 is a \$7.50 patent shoe, 1131 is a \$3.50 kid shoe, etc.

In the same way the colored shoes run from 51 to 99, with divisions as need be for kid, calf or fabric. The numbers may be still further grouped, using the last digit even for bal shoes and odd for blucher and button, or vice versa—1101 equal \$5.50 gun calf blucher.

Oxfords are generally indicated by half numbers, and on women's shoes the stock number is preceded by an X. The exact scheme is not so important as the need for some established practice that is convenient to handle and easily carried in mind.

This system was devised by the Commonwealth Shoe Company, Boston, who have a descriptive booklet on the subject available to all retailers.

SIMPLE ACCOUNTING SYSTEM FOR RETAILERS

The same company have drawn up a form for a simple system of accounting for retail shoe stores. This form is shown in Fig. 2. The system comprises an inventory balance sheet and a profit and loss analysis to enable any dealer to ascertain his net profit each six months and also to show his financial standing at the end of the period. This Form measures 8 in. x 10 in.

No. 1—Balance Sheet at Inventory

This is a true statement of assets and liabilities after taking all assets at cost less a fair depreciation on old goods and fixtures in store, then deducting all liabilities of every kind and nature, leaving a fair estimate of actual worth.

No. 2—Profit and Loss Analysis Sheet

This shows how net profits or losses may be ascertained. It consists of (A) a statement of gross sales and cost of goods sold, etc., and (B) an expense statement, and (C) an itemized expense statement. The latter is of special interest and shows actual amount

	Date	On Hand	On Order	Sold year ago to 6 mos.	Sold in last 6 months	Sold last month
		Prs	Prs	Prs	Prs	Prs
Price		4	5	6	7	8
Cost						
Leather	AA					
Pattern	A					
Last	B					
Edge	C					
Heel	D					
	E					

Fig. 1—The loose-leaf size sheet.

pair of shoes in its right carton and that carton properly marked.

IV. Stock men in taking sizes should fill in first three left hand top spaces on size sheet and such brief description as necessary to verify stock number. Sizes taken should include both stock on the floor and in stock room.

V. Fuller description if necessary, manufacturers' name, pairs on order, and data of previous sales should be filled in by clerk in charge of stock records as far as such data is available. Until this record has been kept a year the full comparative value may not be realized, unless sales record is available from previous stock and sales systems.

VI. It is suggested in filing under any one stock number the weekly or monthly size slips that all the slips except the most recent one be fastened together at the end by a clip. This will leave the most recent slips loose and the former records available but bound together and less apt to be misplaced.

VII. The black line on the size sheet represents the danger zone. Sizes within this heavy line are safe. Outside the line sizes are slow sellers and should be generally touched

paid out for expenses in conducting business, divided as follows:

Advertising	2½%	
Allowances	½%	
Freight and express	1¼%	
Rent, Heat, Light and Power	5%	
Salaries	8%	17¾%
Interest	½%	

General miscellaneous expense composed of

Deliveries	
Insurance	
Postage and Stationery	
Repairs	5%
Store supplies	
Telegraph and Telephone	
Taxes, etc.	

Total 22¾%

The per cent. figures indicate about the maximum each division of expense should total in average medium sized retail store.

Explanation of Inventory Sheet

The amount of assets should be listed as follows:

Stock of goods on hand taken at cost price and after allowing for all depreciation on shop-worn and old, out-of-style goods.

The item of cash on hand should be the amount which stands to your credit in your bank plus any amount you may have on hand in the cash drawer.

Accounts and notes receivable should be taken at whatever their actual value may be after charging off all accounts which are in any way doubtful.

Fixtures should not be taken at cost but should be taken at a fair value and depreciated each year at least 20 per cent.

Any real estate should be taken at immediate market value.

Your liabilities should be for:

- All amounts which are owing for
 - Merchandise.
 - Notes for merchandise.
 - Notes for borrowed money.

Any encumbrances or mortgages on real estate should be included in the liabilities.

Also any other indebtedness, personal or otherwise.

After deducting the amount of your liabilities from the amount of assets, it will then give you some idea as to what your surplus should be in your business.

Explanation of Analysis Sheet

This is a sheet showing how to arrive at your net profit or loss, as the case may be, for a period of six months.

You should first take the amount of your gross sales and deduct from that the amount of goods returned to you (provided these have not been deducted from daily sales record), also allowances which you have made for poor goods, which will then leave the amount of your net sales.

You will then take the amount of your inventory at the beginning of the period and add to same the amount of goods which you have purchased during the period taken at cost price, less whatever discounts you have obtained. This will give you then the total cost of goods which you have handled during the period. From this amount should be deducted the amount of goods on hand, or the amount of your inventory at the end of the period less any discounts on the goods for which you have paid and obtained the discount, and also deduct a fair amount for depreciation on old and shop worn goods which you have

on hand. This will then leave the net amount of your present inventory, which, deducted from the cost of goods handled will give the net cost of goods which you have sold.

This net cost of goods which you have sold, deducted from the amount of your net sales, will then give your nominal gross profit on your sales for the period.

To this gross profit add any and all discounts which you have obtained, and it will then give the amount of your total gross profit.

From the amount of your total gross profit should be deducted the amount of all expenses for the period, which will then leave your net profit on the sale of your boots and shoes. If you carry any other goods in stock, the net profit can be ascertained in the same

Balance Sheet at Inventory Date _____	
ASSETS	LIABILITIES
Store on Hand at Cost and After Depreciation on Old Goods Cash on Hand and in Bank Accounts and Notes Rec. Good Fixtures Real Estate	Amount Owed for Merch. Cost Amount Owed for Notes for Merchandise Amount Owed for Rent and Money Mortgage on Real Estate Other Indebtedness Surplus
Total	Total
Profit and Loss Analysis Sheet for Six Months	
A. I. GROSS SALES	
Less Returns and Allowances Net Sales	
II. COST OF GOODS SOLD	
Inventory at Beginning of Period Purchase at Cost Price Freight and Cartage on Goods Purchased Cost of Goods Returned Inventory at End of Period Less Depreciation on Inventory Less Depreciation on Goods on Hand Amount of Freight Inventory Net Cost of Goods Sold Net Profit on Merchandise Add Discount on Goods Bought Gross Profit on Merchandise	
B. EXPENSE STATEMENT	
Total Expense for 6 Months Less Profit on Sales of Boots and Shoes Add Net Profit on Sales of Other Goods Total Net Profit Deduct Interest on Capital Invested at 6% Per Annum Final Net Profit for Period of 6 Months	
C. ITEMIZED EXPENSES	
Advertising Allowances, etc. Freight and Express Rent, Heat, Light and Power Salaries and P. M.'s Interest General Expense	
Total	

Fig. 2—Inventory balance and profit and loss sheet.

manner and added to the above profit on boots and shoes, which will give you your total net profit for the period.

From this total net profit should also be deducted the amount of interest on the capital which you have invested in the business at the rate of 6 per cent. per annum, and after deducting this amount, it will then give you the final net profit for the period of six months.

The Expense Statement

Your expense statement can be divided as noted above, and added up at the end of the period, giving your total amount of expense for conducting business for six months. Each column provides space for one month's expense.

There is a place provided for freight and express charges under Cost of Goods Sold. A great many merchants prefer to consider this as an expense account, in which case it should be so entered and no

entry made for the same item under Cost of Goods Sold.

Under salary expense should be included all P. M.'s or commissions paid salesmen. If the proprietor is manager of the business, the amount of his salary or what he would be entitled to if managing a business for another party should be included in the salary expense.

If building is owned by occupant, not rented, there

should be charged as rent what the building would bring if rented to other parties.

The item of interest charges in the expense account is for interest paid either for borrowed money or overdue accounts. The item of interest charged in the Profit and Loss Analysis Sheet covers simply six per cent. on the amount of capital invested and should not be confused with the item charged in the expense account.

In Search of a Button for Friend Wife

Showing That Careful Attention to the Sale of Even So Little an Article May Often Result in a New Customer Who Will Walk Blocks Past the "Other Fellow" to Get to Your Store

IT'S strange, but nevertheless true, that many retailers and salesmen can be pleasant only to those customers who look like ready money. It is often overlooked that the man buying a pair of laces to-day is to-morrow's prospect for a new pair of shoes. Frank Farrington has written a little article for the Ralston Salesman along this line, in which he tells, in an interesting manner, of his search for a button.

You wouldn't call me a very cranky customer. I walk into a shoe store and tell the man what I want and he gets out the nearest thing he has to it and I buy it and that's all there is to it. If he tries to sell me something in the place of what I ask for I probably object, but in the main I am pretty easily satisfied.

But that does not mean that I don't appreciate good service. I may take a pair of shoes to-day that are not just exactly what I wanted, but I remember next time that I didn't get just what I wanted at that store and I try somewhere else.

All of which hasn't anything to do with the search for a button. My wife is more fussy about her footwear than I am. She has a pair of these high top, high priced, fancy boots with a kind of buttons that evidently don't grow on every bush. She lost a button.

I've seen folks who didn't have all their buttons and who seemed to get along pretty well just the same. Not so with friend wife. If those shoes were minus a button, life was lacking in zest. Of course, I was sent to get an extra button at the shoe store.

The Quest Begins

Quite naturally I went first to the store where the shoes were bought. The clerk was very polite and nice. He was properly sympathetic, but they had no extra buttons. I suggested that he might be able to get one or more from the manufacturer, but he thought it very doubtful if they would have any of those buttons on hand now, so many months after the shoes were made. However, he was perfectly willing to order for me.

Well, I knew that the button was wanted right away and he discouraged me enough so that I said I would see first if I could find one somewhere else. As I see it now that clerk made a mistake in letting a good customer go away to search in other stores for something his store ought to have been able to supply. He ought to have taken care of me in some way.

Then I went to a store just across the street. The clerk who waited on me had seen me come out of the first store and I think he was a little peevish over my having tried some other store first in search of anything in the shoe line, and when he found I wanted only a button, the scorn he exhibited was wonderful to behold. He could scarcely wait until I was through explaining what I wanted; he did not wait until I had the shoe unwrapped so he could see what kind of a button it was, before he said, "No, we haven't any extra buttons for those kind of shoes."

I pass over the "Those kind," but I pause to remark that it made little or no difference to me how that clerk felt, if he had but kept his feelings concealed. The store in which that clerk works, no matter how many times he changes positions, and I suppose it will be often, will not get my trade. All because he showed me that he was disgruntled with me as a customer.

A Hasty Individual

Next I went into a chain shoe store where I was received with great politeness by the clerk who would have had me seated on a bench with my shoes off be-



*No we haven't any buttons for **THOSE** kind of shoes*

fore I could object if I had not unwrapped my wife's shoe as I came in and insisted on explaining what I wanted as he was conducting me to a seat.

As soon as he grasped my meaning and saw that I was not a possible purchaser of shoes, he seemed to lose all interest in me. He listened with his eyes on the door and he replied to me in perfectly polite language, but it was while he was leaving me to get hold of some-

body else he saw coming in, "No we carry no buttons for other dealers' shoes."

I stopped at two other stores where I was received with different degrees of interest and allowed to go on my way with no interest whatever.

I thought I would have to go back to the first store and have a button ordered, when I happened to think of a store off from Main Street, just out of the shopping section. It was a new store, run by a young man who evidently was just starting in with a small capital.

He met me at the door and he actually seemed interested when I produced the shoe without all its buttons. I explained the situation and he appeared interested. I don't know whether he was interested or not and I don't care a straw. He seemed interested anyway.

"I haven't any extra fancy buttons," he said. "Have you tried the place where they sell these shoes?"

I was afraid he would freeze up and lose interest when he found I had not come straight to him for that button, but I stuck manfully to the truth. I said I went there first thing.

"That's too bad," he sympathetically remarked. "I know just how it is when a woman has such a pair of shoes she wants to wear. The buttons might as well all be off." He paused a moment in thought. "I



He SEEMED interested, anyway.

have a pair of shoes with this kind of buttons on them. It is one pair of an unsalable size and I might take a button off from one of them. I don't believe I would have any chance to sell those shoes before I could get an extra button for them. Or I could fix you up by taking all the buttons off from both the shoes you have and putting on a complete new set of a button almost like this."

"How much would that cost?" I asked.

He told me and added, "I could then give you a few extra buttons so that this same trouble wouldn't come up again with these shoes."

That appealed to me, because I could see no reason why another button might not be lost any day—and then, it seemed hardly fair to him to ask him to make a pair of slow selling shoes absolutely unsalable for some days just so I could have one button put on. I knew he couldn't charge me enough for that one button, even at his worst to make up for a possible loss of the sale of the shoes. I decided to bring the other shoe and have the buttons changed.

"Tell me where you live and I'll send for the other shoe. Just telephone your wife and I will send a boy over to show her the buttons and get the other shoe if they are satisfactory. Leave it to me and I will have the shoes home all ready to wear in a short time."

It all worked out just as he said it would, and it seems scarcely necessary to say that our family are perfectly willing to walk a few extra blocks since that to trade in a shoe store where we get something besides mere shoes for our money, and I don't believe we value service any more highly than most people do.

Fewer Turns Being Made in the Factories

There are fewer turn shoes being made at the present time than has been the case in recent years, and this applies to all classes of goods. Even the finer grades are feeling the depression, as there appears to be about as small demand for them as for the cheaper kinds of which are now being displaced by McKays in so many different factories.

It is said that fashion changes every so often in this trade, and this appears to be quite true. Of course, the turn shoe is mostly for women, and women are prone to change their ideas to a far greater extent than men. But in the present case there is more to the question than a mere change of taste.

If there is no market for turns for women at the present time, there is a reason for it, and the reason seems to be that these shoes are not as popular as they were for street wear. They are probably as good to-day as ever, but the women appear to want a heavier shoe, or one that will stand rougher usage than most turns are supposed to stand.

The demand for turns has fallen off to such an extent that many of the factories formerly making a specialty of these shoes have quit them wholly and have taken up McKays altogether. Naturally these shops are making a medium cost shoe, but this appears to be a strong seller at the present time and great quantities of them are being produced.

There are plenty of turns yet being made in the house shoe lines, and these will continue as strong as before. And in time the old desire for a very light street shoe may come back to women again, so that more will be made for street wear. The tendency is toward a lighter and finer shoe all the time, and this must help the turn in the end, even if it has had the opposite effect at the present time.—Shoe Topics.

The Scott-Chamberlain Army Shoe

A contract for 25,000 pairs of regular army shoes has just been received by Scott-Chamberlain, Limited, London, Ont. In the past this firm have made some 80,000 pairs for Canadian soldiers and in all of that number have had only a few pairs returned after the rigid inspection by the Militia Department. These were for minor details, such as an odd nail or eyelet left out. Messrs. Scott-Chamberlain state that they have had many reports from the soldiers here and in England to the effect that their shoes are preferred because of the general comfort and good service they give. This comfort, it may be explained, is due to the precautions taken in construction, particularly the insole construction, which is the essential factor in producing a Goodyear welt. Scott-Chamberlain have used some methods in this particular known only to themselves and developed in their own factory—hence the comfort soldiers have experienced in wearing Scott-Chamberlain Soldiers' Shoes. The company's factory is particularly busy at the present time on regular lines, in spite of the fact that so many young men have gone to the front.

Figuring Profits—Some Fundamental Facts Explained

Percentage May be Figured on Two Bases—Be Sure You Know Which is Which—

Helpful Suggestions Contributed by the Executive of the Manitoba
Branch of the Retail Merchants' Association

THERE has been a mass—we might almost say a mess—of material written on the subject of figuring profits. One can get twisted into a thousand mental knots trying to read some of it. Some of the attempted solutions only seem to tie more knots in an already knotty problem. Let us see if we can do some simple straight thinking on the subject.

To start right, let's settle on what profit is. One man says profit is the difference between cost and selling price. If an article costs \$8 and sells for \$12, the profit is \$4. True, says another man, but that \$4 is only the gross profit; out of it have to come the expenses, and if there is anything left that is net profit. So then we have two kinds of profit—gross profit and net profit. And since these terms are apt to be confusing, suppose we use the term "mark-up" to mean the whole difference between cost and selling price, and the term "profit" to mean only what is left of mark-up after expenses of doing business have been deducted.

Thus, if a merchant sells goods for \$50,000 that have cost him \$30,000, his mark-up is \$20,000. If his expenses are \$10,000 he has left a profit of \$10,000.

Now just a word about these figures as expressed in percentage. They can be stated in either of two ways, both of which are correct. If we use the cost of goods, \$30,000, as the basis, our mark-up of \$20,000 is 66 2/3 per cent., our expense of \$10,000 is 33 1/3 per cent., and our profit of \$10,000 is also 33 1/3 per cent. If we use total sale of goods, \$50,000, as the basis, our mark-up of \$20,000 is 40 per cent., our expense of \$10,000 is 20 per cent., and our profit of \$10,000 is 20 per cent.

While either of these sets of percentage is correct, it would be wrong to mix the two. For, if a merchant should figure on a basis of his past year's sales that his cost of doing business was 20 per cent. and his profit was 20 per cent., making 40 per cent. mark-up, and should then invest \$30,000 in new goods and mark them only 40 per cent. of \$30,000, which is \$12,000, he would find at the end of the year that after paying expenses of \$10,000 he would only have \$2,000 profits instead of the expected \$10,000. Forty per cent. mark-up based on the selling price of \$50,000 equals 66 2/3 per cent., based on the cost of \$30,000.

Undoubtedly some retailers have erred in marking up goods because of a confusion of the two bases on which percentage may be figured, but it is not likely that there are many today who would make such a mistake. The problem is not how much to mark-up goods, but how to squeeze out a respectable profit between the cost, which is fixed by the maker or the jobber, and the selling price which is fixed by competition. And that we must admit is some sizable problem in these days of sharp competition and rising costs.

Well, perhaps we can think along the lines of some fundamental facts that will help each one of us solve the problem for his own particular business.

The first great essential is to know, not guess,

what your mark-up, expense, and profit are. It is a good thing to know at the end of the year what it has been, but it is better to know at least each month, and better still, if possible, each week. There is not a merchant whose business is too small to afford a low salaried girl if she does nothing else except keep him posted week by week on just what he is doing in the way of making profits. The few hundred dollars he would spend during the year would give the facts and figures that would enable him to make several times the amount in extra profits.

The most expensive thing you can do is to "guess." The most profitable thing you can do is to "know"—and to know all the time as you go along.

A Question of Speed

What is the most costly thing you handle in your store? Don't think of the highest priced goods, for that answer is wrong. The most costly thing you have anything to do with is time—minutes, hours, days, weeks, and months. Let us prove this to you.

Suppose your average expense is 20 per cent. of the sale. Suppose you buy a flying machine for \$5,000 to sell for \$10,000. Will you make a profit over your 20 per cent. expense?

If you sell it within a year, yes. You'll take off \$2,000 for expense and have \$3,000 left for profit.

But suppose it is five years before you sell it? Expenses are 20 per cent. for each one of the five years, or 100 per cent. for the period. You have used up the whole \$10,000 you got for it, and are out the \$5,000 you paid for the merchandise. All because of the time it took to turn the investment into money again.

Suppose you had bought instead of a flying machine, \$5,000 worth of chewing gum, candy, soda water or anything else that would sell rapidly—in a short time—for only \$7,000. If expenses were still 20 per cent., or \$1,400, the profit would be only \$600. But if you sold this amount ten times over in a year, you'd get \$6,000 profit out of it.

Thus speeding up the time increases the real profit although the margin is much smaller. Therein appears the surest way to work out a profit where cost of goods and selling price are pretty firmly fixed by causes beyond our control.

Distributing Expenses

We have assumed that 20 per cent. of the sale was the expense of doing business. That figure was obtained by dividing the expense for the entire year, \$10,000, by the sales for the year, \$50,000. But is this the right way to figure the percentage cost of doing business? We haven't yet taken into consideration the capital invested. We bought \$30,000 worth of

A handsome store, stocked with high-grade merchandise, but not advertised, is "all dressed up but no place to go."



The German Standard of Warfare

THIS remarkable illustration is the reproduction of an actual photograph taken "Somewhere in France" by an aviator, who has since been killed in action. The Germans had surrendered and were advancing under the white flag, when suddenly the front line threw themselves on the ground (note the white flag) and the entire company opened fire on the British. The original photo was very small in size and the enlargement has resulted in some blurring of the features, but nevertheless, a close study, with a magnifying glass, if one is available, reveals the brutal gloating with which the Huns are contemplating the success of their treachery. The photographer was just on the point of "snapping" the surrender, which accounts for his securing a picture that, under other conditions, would have been impossible. It is a vivid portrayal of the type of enemy our boys are up against and the unflinching courage with which they are facing death. We are able to reproduce the photo through the kindness of Mr. C. S. Corson, manager of the Regal Shoe Company, Toronto.

goods during the year, but we may not have had \$30,000 invested in goods at any one time.

Suppose we have an average investment in goods of \$15,000. That would mean on the average we turned our goods over twice during the year. Some of them we turned over only once, others twice, others four times, some ten times.

We can afford to operate on a smaller mark-up where we turn the goods more often. Should we not also charge up a smaller percentage of expense on goods turned more often? Consider this:

The expense for rent, salaries, light, etc., is a daily expense. It should really go on the goods on hand every day. The goods that stay longest on the shelves should stand the greatest charge for rent. That's what we rent our building for—to hold goods. They should stand the greatest charge for other expenses because it cost more to hold goods and to sell the kind of goods that don't move rapidly.

The ideal way, if it didn't take too much book-keeping, would be to tax each article so much a day for every day it remains unsold. Then we would get after the goods that were eating themselves up in taxes, and if we couldn't move them faster we would have a sale and replace them with goods that did sell rapidly.

We ought to figure our yearly expense down to a certain per cent, not of the sale price, but of the average inventory, and divided by 365 days; then let each article carry the percentage multiplied by the number of days it remained in stock.

To do this with every single article would require altogether too much accounting. It wouldn't pay to get the figures. But we should keep the principle in mind at all times that the small mark-up repeated many times a year may exceed the larger mark-up turned only once a year, when it comes to the profit that we are in business to get.

The Approximate Inventory

And we can get near-enough figures along this idea that will guide us better than lumped-together yearly figures if we divide the goods we carry into a few general lines. Keep a perpetual inventory of cost and selling price (which in many businesses is simple, and practical). Figure separate expenses of each line—rent, for instance, being proportioned on the display of the actual space used, and then charge those expenses say monthly, or even weekly, as a percentage of the cost value of the stock on hand.

Such a perpetual inventory with accompanying data on the quantity of each article sold, makes a wonder-

fully valuable guide to proper buying. Merchants who use this plan know to a nicety what the demand will be at any season of the year. Their records of preceding years show just what quantities to contract for and on what dates to specify delivery.

The plan enables a merchant to hold down his investment in any one line to the minimum and to turn his dollars over many times a year. With the lowered investment in present lines he has capital to expand in other lines that help carry his expense load, and therefore lower it proportionally, and that adds to his profits.

There is just one big secret behind the success of the men in the retail field who have forged away ahead

of the average merchant. They have substituted the certainty of facts for the uncertainty of guesswork in the conduct of their business. They know what the cost of handling each line of goods is. They know what amount to invest in a line and at what season.

They guide their growing businesses with the charts of experience, boiled down to comparative figures of costs, selling prices, expenses and profits. Their investment in getting these facts they regard as the most essential investment they make.

They have proved that a comprehensive, yet simple and workable, plan for figuring profits as one goes along is the only hope of making those profits anywhere near as large as they ought to be.

Will Threatened Slump Bring Better Merchandising?

Well-Informed Shoemen are of the General Opinion that Shoe Trade is on the Brink of Re-adjustment to War-time Conditions—Public No Longer Willing to Pay Fancy Prices—Economy Shoes Looked for

It is now generally recognized that the present war conditions, while undoubtedly harmful to a few lines of trade, are proving a blessing in disguise—cleaning up old trade abuses, instituting long-needed economies, cutting out “unnecessary service” and making cut-throat competition more difficult. Trade evils are slowly but surely being abolished and the general public have been given an insight into the difficulties of merchandising such as they have never had before. In a recent issue of “Printers’ Ink” there appears an article under the caption: “Threatened Slump in Shoe Trade May Bring Better Merchandising.” The article is, of course, a bid for better and more advertising, the creation of a new merchandising standard and public good will through legitimate channels, rather than a continuation of those methods—long profits, unfair discounts, dishonest goods, and so on—so often accompanying pre-war trade. One of the most interesting industries to study from this angle, the writer says, is the manufacture of shoes, particularly women’s shoes.

For several years the shoe business has been in a state of chaos which has been a burden alike to manufacturers and retailers. In the main, shoe experts say this has been due to the fact that styles were not determined by the manufacturer, but to a large extent by the retailer, and even by the consumer. At the beginning of the season the manufacturer felt it incumbent upon him to make up two or three hundred different sample shoes and to send his salesmen out on the road with as many trunks as a prima donna, to let the retailer select his stock from this bewildering variety. The wise salesman, of course, would try to limit his customer to as few styles as possible, and to get all the buyers to choose the same styles, but this was impossible in many cases and the result was that the factory would be making up comparatively small quantities in each of a large number of styles, which involved a high expense of production and the wasteful use of materials.

A Bad Situation Made Worse

The craze for “fancy shoes” for women, which burst upon the market a couple of years ago, made a bad situation infinitely worse. No one knew which

way the cat would jump, and the retailer least of all. If he stocked one style heavily, feminine fancy in his town was apt to go the other way and leave him with a lot of perfectly good “leather junk” on his hands in the shape of high-priced, unwanted fancy shoes. This uncertainty has had a disastrous effect, not only on the shoe business, but on the leather industry. The shoe men therefore turned eagerly to the war orders for hundreds of thousands of pairs of shoes or boots, all alike, since at least with these orders they knew “where they were at.” The big profits, however, in these orders are not always as big as the public suppose, and of late have been growing smaller. It is reported in the trade that war orders have lately been taken at practically no profit in order to keep the factories busy and organizations intact against coming better times.

To understand how this has come about we must look at the psychology of the public for a little. For many months shoe costs have been mounting steadily until it is not at all uncommon to find yourself paying two or even three times as much for shoes as you did for the same quality in 1912. And if you insist on paying the old prices, you get shoes of unsatisfactory quality. This has come, too, in a time when every man’s income is shrinking in buying power, and when money is needed for other necessities. There has been much public rumor of “profiteering” in the shoe trade, both among manufacturers and retailers. Nearly all of this talk has been without foundation, though here and there a manufacturer or retailer has, it is true, been getting more than he should for his shoes.

The Public Resentful

At any rate, the public has developed a growing resentment against the whole shoe business, and at present a large part of our total population has apparently gone “on strike.” They won’t buy shoes until they absolutely have to; they will get them re-soled and re-heeled, as long as they can possibly be held together. In fact, to be seen wearing old shoes is coming to be in this country, as it already is in England, rather the fashionable thing as indicative of one’s patriotic economy.

This sharp decrease in retail buying has only just

Do Clothes Make the Man?

It's an interesting question.

Would the King of England still be "every inch a king" if he wore overalls and smoked a clay pipe?

Would J. P. Morgan with a patch in his trousers be as great a power in finance as he is in a perfectly fitted suit?

President G. Stanley Hall, of Clark University, not long ago sent out a series of questions to 170 young people. It would pay every young man in business to write these questions down and answer them himself by recalling his own experience.

Question I. was:

How does a sense of being well dressed or the opposite affect you? How are you affected by shabby or ill-fitting gloves or shoes?

From the 170 answers I select those sentences which are typical:

"When I am well dressed, I feel able to meet any person." "When I am well dressed, I feel as if I could face the world." "I feel able to cope with any situation that could possibly arise."

"When I am ill dressed I do not like to have any one see me." "I must constantly tug at my clothes." "My opinion of myself takes a decided drop."

Question II. was:

How does the presence of some defect in your clothing, which may not be obvious to others, affect you?

The answers ran like this:

"I feel like touching it." "I am always thinking

about it." "I imagine every eye directed to the spot." "I feel as though eyes were piercing through and noticing it."

In a word, these young people testified that good clothes inspired in them subconsciously a feeling of confidence and power; while poor clothes, or even a hidden defect in their clothes, distracted their attention and decreased their self-possession and efficiency.

Many successful business men put on fresh clothes every morning, from the skin out. Why? Because they are dudes? Not at all. Because the feeling that they are as well dressed as any man, and better than most, puts them, subconsciously, at an advantage in doing business.

I once talked with a man who had lost two fortunes and is now rich with a third. "What did you do when you went broke?" I asked him. "I borrowed money and bought the finest suit and overcoat in town," he answered. "I was well enough dressed to hold a job; but to get a job I needed to be better dressed than the man I applied to. I wanted that much of an advantage over him."

Your wife and a few other people in the world know you for what you are. The great majority of mankind judges you hastily by what you appear to be. Let the impression of you that your clothes convey be at least as good as you really are—an impression that you can do business on; not one that you will have to work hard later to correct.—Bruce Barton, Editor Associated Sunday Magazines.

begun to evidence itself; and a few months ago, when there was no hint of it, the retailers bought very heavy stocks, being in a state of near-panic lest they be unable to get any shoes at all for a long time to come. The result is that the retailers are nearly all said to be overstocked at the present time. Instances are told of surplus shoe stocks stored away in basements, in barns, and in warehouses. And in the face of this condition, the public has quit buying. What will be the result? Probably a break in prices.

Plans for Economy Shoes

The article goes on to state that experts in the shoe world are inclined to believe the next few weeks will see a decided tendency toward more economical shoes. One reason for this is the effort which is being made to standardize the styles—in women's particularly—next spring, so that they may be produced, as cheaply as possible. Several interests in the field are concentrated in an effort to center public favor on low shoes for spring selling, and these shoes are to be made, not from one kind of material to a shoe, but each pair will be composed of two kinds of leather, and perhaps cloth. It is said that a tremendous economy of material can be effected by combining two or three materials in one pair of shoes, since the smaller the size of the piece that has to be cut out of a hide, the greater the number that can be secured without waste. If this effort is successful, the retailers' present big stocks will be very largely out of date, and there will be difficulty in disposing of them.

The same interests which are behind the combination-material shoe, expect that there will be a sharp

decline in the average price for next spring. The public has indicated clearly that it will get along with a smaller number of shoes rather than pay high prices; and by some hook or crook it seems imperatively necessary to adjust the market to public demand. However, it is pointed out, that when low shoes are bought, spats also will be purchased, and the number of pairs purchased in a year will be increased, so that it is hoped the retailer's gross sales per customer will be about the same in a year. The suggested type of shoe is said to be sold in less time per sale than is the case at present when one hour to a customer is felt to be not far from the average in selling high-priced shoes to women. This has been one factor in the unduly high prices of shoes.

Production Costs Increasing

The probability of lower priced shoes for next spring does not mean that there is any indication in sight that the manufacturer can produce his shoes any more cheaply. On the contrary, his costs are still mounting, and there is no relief in sight. To bring the price down will mean, first, the reduction of profit to a smaller per cent., and, second, the production of a less expensive style of shoe, requiring less leather, less expensive kinds of leather, and substituting cloth when possible.

It seems very likely on the whole that the present crisis in the American shoe market will result in great good to the whole industry. Manufacturers are showing a tendency to take matters into their own hands, and do what, apparently, they ought always to have done—design the shoe styles for themselves, instead

of getting up a great group of styles and letting the retailer take his pick. The buying public's economy wave, forcing the production of less expensive shoes, means more efficient factory and selling methods, and the new shoes will not be notably poorer in wearing qualities. There is a tendency for concentration on fewer styles, which means a splendid opportunity for increased national advertising of these styles.

The article is concluded with the opinion that the whole business of shoe manufacturing and selling seems to be about to get upon a firmer, steadier basis than it has enjoyed for several years. Eventually it may prove that the war emergency has been a great benefit to the whole shoe world, even though at the present moment, some manufacturers may be inclined to question such an outcome.

If I Sold Shoes

I would display in my window a pair of the smallest baby size beside the largest man's footwear in stock. Then, scattered around in the window, and attached to the baby shoes with ribbon, I would have numerous popular styles and sizes of youths' shoes. Attached to the big man's size I would have similar lines of adults' shoes in the smaller sizes.

Over all I would have a card: "From This to This, and All Between." I feel sure that a display of this kind would bring customers in, and would make every passerby remember my store for a long while.—System.

Bob Long Issues House Organ

The R. G. Long Company, Toronto, is getting out a little monthly house organ to the trade, which they have named "Bob's Booklet." This will be an interesting little magazine for the merchants, and will contain a number of attractive features, such as "The Merchant's Page," which will be devoted to an interchange of ideas on selling, buying, stock-taking, credit, etc. It will also have a special market page, giving first-hand information on the raw material market in which they are interested, and will contain a consensus of opinion of what the future is liable to bring forth. There are a number of other features which will be of interest to the merchant and help to establish a feeling of good-fellowship between the merchants of Canada and this progressive firm.

"Du-Flex"—Its History

"Du-Flex—Its History," is the name of an attractive and instructive booklet which has been distributed to those buyers and consumers in the trade who desire to familiarize themselves with the origin, development, and texture of the fibre sole Du-Flex. The time-worn adage that "leather can't be beat," may have merit in the eyes of those who have never used Du-Flex; but among wearers of this fibre sole the manufacturers say it is a recognized fact that this particular fibre sole will give the wear, comfort and satisfaction seldom equalled in shoes soled with leather. It is with the knowledge of these facts that the promoters of this fibre sole have published the above mentioned booklet, so that others could learn why Du-Flex was so generally worn. The Avon Sole Co., who make this product at their factory in Avon, Mass., claim that from the time the first sole was marketed they have constantly kept their standard of quality right up to

the top notch, and that the fact that they have succeeded is attested to by hundreds of shoe manufacturers all over the world who make only the best grade of footwear for men and women.

The Canadian territory is covered by Mr. John C. Redding, a Canadian by birth, a man of wide practical factory experience, well versed in the needs of the trade, and one who is well acquainted both in and out of the Canadian trade. He will make regular quarterly trips to the Canadian territory in the interests of the manufacturers of the Du-Flex fibre soles and heels.

Advice for Salesmen

Don't leave your department alone at any time. Always see that there is a salesman on hand.

Be careful of all your entries at the office—C.O.D.'s, will call's, etc. Learn the use of all tags and entry forms, and use them. Don't ask foolish questions, when a little brain work on your part will help matters out. This is important.

Before stating to a customer that you will have a pair of shoes for him at a given time, find out. Sometimes it is impossible to do these things in a given time, and a little explanation on your part will help your store over some hard spots. Give and take in all matters and you will find more pleasure in your work.

If any matter comes under your notice and you are too busy to give it your immediate attention, use your pencil, make a note of it, and then the man who follows you can read in a minute something to guide him. For example, if a pair of shoes are brought in for repairs or exchange, and you are busy at the moment, put a slip in it reading, "See No. so-and-so," or your initials; then it will be an easy matter for anyone following to get the particulars from you.

Remember, that everything you can do to help the business to-day builds for future business and spells success for you.

Narrow, Straight Skirts for Spring

The recommendations of the Style Committee of the National Cloak, Suit and Skirt Manufacturers' Association for the spring season 1918 are in accordance with the Government's recommendations for the use of very small yardage to conserve the diminishing wool supply. Consequently it would seem that the short skirt is with us for some time to come and that footwear will still be an all-important factor in dress.

A suggestion offered in the current issue of System is to overcome the usual lack of privacy for customers who are having shoes fitted, by arranging a series of small curtained booths. This would not interfere with the usual plan of a row of fitting chairs in the centre of the sales room, because the curtained inclosure would be small, perhaps three feet in height—just high enough to prevent the fellow in the next chair from gazing at the hosiery worn by his neighbor. This would appeal not only to women, but to that large number of timorous men who fear to buy a new pair of shoes because they dread that their big toes may be sticking through their socks.

Don't say, "Shall we send it?" Say, rather, "Will you take it with you?" This is no time to urge people to have purchases delivered.

Halifax Retailers Prove That Necessity is the Mother of Invention—Strange Sights in Stricken Area

It is natural that some speculation is indulged in by many retailers throughout the country as to the effect of the recent Halifax disaster upon the boot and shoe trades. So far as we can ascertain there was no great loss of life and the estimated loss of stocks in the devastated area is less than in many other lines. In conversation with one of the leading Halifax jobbers recently, the "Maritime Merchant," which is published in the stricken city, learned that there was only one shop that carried in excess of two or three thousand dollars' worth of stock, and only about five shoe shops in the whole district. The estimated amount of stock destroyed is \$10,000. This, of course, does not include the repair shops, of which there were quite a number in the north end, and in which stocks of leather no doubt ran into some thousands of dollars. The shoe stops in the area not devastated suffered great inconvenience and some property loss, but it is difficult to say how much. Indirectly too, they lost trade by the distribution of supplies given out by the relief committee, though, on the other hand, owing to the stormy weather following the explosion, there was an enormous demand for rubbers and overshoes in which all benefitted. A great many stores of all kinds, including shoe stores, particularly in the north end, will be considerably affected by the loss of the business from the Richmond district. In some cases

customers who owed them small amounts of money have been killed, or will temporarily be removed from that section. It is difficult to estimate what this will amount to, but at any rate it is certain that almost every store has lost a number of regular customers.

Getting Adjusted to New Conditions

The retail districts now present a curious appearance. Immediately after the disaster the merchants realized the necessity of shutting out the weather, and accordingly every gaping front was either boarded up or covered with beaver board or building paper. With so many identification marks removed from the fronts of the stores it is difficult for the pedestrian to tell at a glance just where he is. Frequently, says the "Merchant," in the course of our visiting among the trade we found it necessary to search closely for a store or office into which under ordinary conditions we would have walked without even a thought as to the location. The individuality of the store window is a mark of identity that we unconsciously carry in our minds, and its usefulness as such never occurs to us until we suddenly find that there is no individuality about any of them, but that all have assumed a monotonous similarity.

Gradually this monotony is being removed. It was not long until one ingenious fellow hit upon the



The French National Shoe for men, women, misses and children. The fixed prices for retailing are as follows: Men's, \$5.60; women's, \$4.60; misses', \$3.70; children's, \$3.15. When thoroughly organized the total production will reach 2,000,000 pairs a month.

idea of a small light through the boards, and his lead was quickly followed. One may now see numerous small windows close down to the pavement, through which one's attention is focussed on what we may call a concentrated display. The ingenuity of many dealers in utilizing remaining bits of their plate glass and in converting old sashes to present use is quite remarkable. One may see some of the most extraordinary contraptions doing the double duty of letting in the natural light and providing a display window. By this means it becomes easier to determine exactly where one is at as he passes along. The stores are thus gradually acquiring a new individuality.

Good Advertising Space

The man who first hit upon the idea of letting a small light into his boarded front was not the only genius, for another pioneer conceived the idea of posting a notice to this effect: "Open for Business," also printing his firm name conspicuously on the boards. This was the most welcome news to the public, for the boarded-up fronts imparted the exact impression that the owners had gone out of business. The wonder is that this expedient has not been adopted more fully, for there are some places still unmarked. If these boards are to remain in place long, and obvious-

ly some of them must, an excellent advertising opportunity is allowed to go to waste. If the boards have to remain up long we may, too, find the competition in decorating them quite as keen as the competition of gold letters on the plate glass fronts which they have for the time being replaced.

One of the cleverest devices to overcome the deprivation of the show window that we have seen was that of a foreigner, who did not close up his windows at the street line, but at the back, and on the floors, where he was accustomed to have his displays, put small show cases in which he placed what ordinarily he might have put in his windows.

Thus necessity, the mother of invention, has made the best of the situation for the merchants of Halifax. There is a commendable willingness on the part of some to be in not too much of a hurry about restoring their plate glass fronts, preferring to let the home dwellers of the poorer classes get their glazing needs attended to first.

From all present indications the city of Halifax will go forward as it has never done before. The difficulty in getting supplies and the severity of the weather is, of course, a great handicap at the present time, but the outlook is nevertheless very encouraging.

Some Mistakes of Retailers I Have Observed

Extracts from a Pungent Address to Shoe Retailers, Delivered by
William Smedley of Philadelphia

CONVENTIONS of shoe retailers are great affairs. They are of great service and aid in the development of business and creating friendships. We realize today that we are not independent, but interdependent, and that the betterment of business must come through the betterment of organization.

An association is a great melting pot into which is poured all the various elements, refining and bringing them into harmony.

We need the refinement and encouragement of organization. A live coal taken from the grate soon darkens and becomes cold. So with us, if we separate or stand aloof from our fellowmen we become cold and out of harmony.

When the god of the mines called his courtiers to bring all known gems, he found them to be of all colors and tints and of varying hardness, such as the ruby, emerald, sapphire and amethyst. He took one of each, crushed them, compounded them, and said, "Let this be something that will combine the beauty of all. Yet it must be pure and it must be invincible." Lo, the diamond was born, pure as the dew drop and invincible in hardness. When its rays are resolved in the spectrum, it displays colors of all the gems from which it was made.

Business today is as a race. We want a fair start, a clear track, no fouling. To run his race successfully the business man must cast aside every impediment to progress. The better the training, the more chance to become a victor. Business today requires brains.

The great problems can be best solved when a merchant is willing to meet his competitor, learn to

know him and exchange ideas. This is a day of scientific business, and what is science but horse sense?

Long ago we discovered that if we are to prosper, our neighbor must prosper also. Business is making a living, and giving the other fellow a chance to do the same. The help-the-other-fellow policy is being generally adopted, not only because it is right, but because it pays.

An association should be a tower of strength, standing four square to all the winds that blow. It should be educational, it should be constructive in its policies, and should either strengthen the shoulders of the members to bear the load or lighten the burden.

Some one has said that the day of the post mortem has passed. The modern business man thinks ahead. Lots of us worry because every man in our line will not fall in line with us. Let us seek for quality and not quantity.

We pity the dealer who is willing to take the advantages of an organization without contributing to its support. Every man can do his part to make his associates stronger.

I have been asked to speak on the "Mistakes of Retailers As I See Them." While we may know our shortcomings, we do not like to be reminded of them.

Mistakes are easily made. We all make them. That's why they put rubber tips on lead pencils. A big mistake many retailers make is not to belong to a trade association, or having affiliated with it to withhold their hearty co-operation in its work. It is a mistake when a retailer neglects to subscribe for and read his trade papers, and a mistake when he does not co-operate with the editor to secure for it proper ad-



A Good Lubricant—Keep In Stock and Use Frequently During 1918

vertising support. It is a mistake when he forgets that the basis of all business is a fair profit, and that business done at too close a margin is really sending an invitation to the sheriff. The fixing of a proper profit is a most important part of a man's business. It requires common sense and nerve. The man who works for too small a profit is a fool, and the man who tries to get an unreasonable one is a knave.

In fixing a profit, it is a great mistake not to know the exact overhead. A remedy for this is intelligent discussion. Putting the guess out of business. Fear of what the other fellow will do keeps many a man from profitable business.

Don't be afraid of the fellow who goes after your trade by cutting price half so much as of him who takes your business by better values and better service. Increased cost of doing business plus increased cost of merchandise makes it more important than ever to know that you are getting a profit.

A mistake that many men frequently make is in not wanting to change conditions—in not being alert to opportunity. They get in a rut and stay there.

It is a mistake to believe a competitor is the man next door—he may be in the town beyond.

It is a mistake to think that if one is the only live

merchant in a town it is well. Live competitors should act as a stimulant.

It is a mistake for a dealer not to take an active interest in the affairs of his community, making his town so attractive as to invite business in. He should try to awaken the civic conscience so as to repel the outsider who reaches his long arm in to take out.

It is a mistake not to tell the truth in advertising.

It is a mistake not to act as a leader in shaping the tastes of a community for good merchandise.

It is a mistake when a store is not a place of service and courtesy, when a satisfied customer is not a walking advertisement.

It is a mistake not to secure and hold the co-operation of clerks. Every customer costs something to bring into the store, so every salesperson should work with you instead of for you.

It is a mistake to think in pennies and not in dollars. A penny will shut out the vision of the dollar beyond. Each side should pave the way for a succeeding sale.

It is a mistake for a merchant to treat his credit too lightly. He should borrow to discount. He should treat his merchandise as cash. He should not quibble with a customer over a just complaint. He should

move stock often—and if an article has depreciated in value—clear it out. Many a man makes a mistake when he gives away a dollar with a grouch instead of a smile.

He makes a mistake not to get around and freshen up—get new ideas—see what the other fellow is doing.

He makes a mistake not to figure his profit on the selling price instead of on the cost.

He makes a mistake not to treat the travelling salesmen right. These men are the essence of sincerity and common sense, business ambassadors. You should treat them well. Be human. The difference between some buyers and ice is that ice sometimes melts.

It is a mistake not to keep the windows—the eyes of the store—working. Do not crowd the windows. The eye cannot grasp too much at one time.

It is a mistake to worry about your competitor. Watch him, but do not worry about him.

It is a mistake to be grouchy. Politeness is an asset. Do not neglect the courteous "Good morning," "Thank you," "Call again."

It is a mistake to overbuy to save a penny if it keeps you from having a fresh stock.

It is a mistake to think that good will can be bought—it must be created.

It is a mistake to preach home buying, and send outside for your own personal needs. Buy from your neighbors.

It is a mistake not to study the market—neglecting to cultivate the home trade before reaching out too far for other business.

Conserve the Meat Supply

"The Boy Scout Do-Your-Bit Fishing Club" is the name of a boy's club founded by Mr. Geo. W. Julian, of Boston. The object of the club is to assist in the conservation of meats during the war by catching fish for the home table as well as to sell to the neighbors. If a boy scout catches enough fish to give his own family two or three meals every week and if besides he has some over to sell to a neighbor, he lessens to that extent the demand for pork and beef. The catching of the fish is made easier by the use of "Julian's Bait," a liquid preparation put up by Mr. Julian, who is a practical and enthusiastic fisherman himself. Each scout member may have a full size dollar bottle of bait—free—as ammunition for a little introductory work. All communications should be addressed to Mr. Geo. W. Julian, Albany Building, Boston, Mass., with stamp enclosed for reply.

Germany Feeling the Pinch.

Whether newspaper reports can be relied on or not, we still may hope for the best (which in this case is the worst for the Huns). It is announced now that there is only enough shoe leather in Germany for the use of miners, fishermen, and a few other trades. The manufacture of leather footwear for the rest of the population will soon be suspended, and they will have to get along with wooden shoes and cloth uppers. Other reports in connection with the rubber situation in Germany state that the Kaiser is the only man travelling on pneumatic tires. Those fortunate enough to get gasoline for their cars, or cars used for military purposes, run on wheels bound with rope.

British Embargo Hurts Tanners

At the annual meeting of the Tanners' Section of the Toronto Board of Trade, Mr. Griffith B. Clarke, retiring chairman, stated that conditions generally throughout the leather market have not been satisfactory during the past eight months. This was to be accounted for to some extent by the great increase in the cost of labor, tanning materials and fuel for power purposes. The tanning business has also suffered, he said, by the placing of an embargo, which still continues, by the British Government against shipments of leather to the British market. Figures show a considerable increase in the amount of leather shipped to Australia and New Zealand. Mr. Clarke stated there could be no question that the tanning industry in Canada is well established and there has not been a single assignment or failure during the past year. The advice given, closely following that of last year, was to proceed conservatively.

The following officers were elected for the 1918 season: Theodore King, chairman; W. J. Heaven, vice-chairman; F. G. Morley, secretary-treasurer. The executive committee is composed as follows: G. P. Beal, A. O. Beardmore, J. C. Breithaupt, F. G. Clarke, G. B. Clarke, Hon. E. J. Davis, W. J. Heaven, H. B. Johnston, G. C. H. Lang, C. G. Marlatt, Charles Robson, J. Sinclair, C. W. Tobey, S. R. Wickett. The legislative committee: G. P. Beal, R. M. Beal, A. O. Beardmore, C. E. Clarke, G. B. Clarke, Hon. E. J. Davis, H. B. Johnston, C. G. Marlatt, Charles Robson, C. W. Tobey, S. R. Wickett. The transportation committee: R. M. Beal, A. O. Beardmore, L. J. Breithaupt, W. J. Heaven, G. C. H. Lang, Charles Robson, Joseph Sinclair, S. R. Wickett.

Canadian Tanners Inspect Hides from India

INDIA is said to be the largest and most important producer of hides within the British Empire, the quantity of raw Indian cowhides (kips) available annually being about 11,000,000, of which about 3,000,000 are tanned in the country. Prior to the war about 5,000,000 hides were annually exported to Germany and Austria. The German market being cut off, the British Government desires to secure a market within the British Empire for these hides, and it is hoped that even after the war is over, Germany will no longer have the profit of treating these hides and selling the products to the world at large. The Canadian Department of Trade and Commerce announce in a recent bulletin that they have secured, by arrangement with the Hides and Tanning Materials Committee of the Imperial Institute, a large number of samples of the Indian cowhides for exhibition in different centres where tanners may inspect them. These hides are now on exhibition in Toronto and will remain until January 25. They may be inspected on application to Mr. W. Canham, of Wilson & Canham, Limited, 36 Wellington Street East, Toronto. They will afterwards be exhibited in Quebec city and other centres, and it is hoped that all tanners will avail themselves of the opportunity to inspect these hides as soon as they can conveniently do so.

A Toronto repairer reports exceptionally good success in sharpening and attaching skates, charging 15 cents for the former and 25 cents for the latter operation. It is business worth going after.

Proposed Amendments to Fraudulent Advertising Act

DOWN in Joplin, Mo., a store which offered "kid" pumps at \$1.55 was investigated by the Vigilance Committee of the Advertising Club, resulting in a fine of \$100. The Club found the "kid" to be sheepskin. In Minneapolis recently a store conducted a 10-day clearance sale for 50 days. They were fined \$25. Many other cases are going on record each day in the United States, showing that the advertising clubs there are very actively organized to stamp out the fraudulent advertising evil if possible.

In Canada, although we have a fraudulent advertising act, passed in 1914, there are comparatively few convictions compared with the number of advertisements that are, at least to any thinking person, entirely misleading. This is no doubt due to the fact that our merchants lack that organization and co-operation so necessary to the welfare of any community, no matter how small. The average retailer believes himself powerless to act independently against the store he knows to be deliberately and continually using misleading advertising. Then, too, there are certain loopholes in our Fraudulent Advertising Act through which many offenders have been able to escape.

To meet these difficulties, amendments of the Criminal Code have been suggested and will come up for consideration in the near future. The original Act, as passed on June 12, 1914, is reproduced herewith, the parts in black type being the proposed amendments:

"His Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

"1. The Criminal Code, chapter 146 of the Revised Statutes, 1906, is amended by inserting the following section immediately after the section 406 thereof:

"a. Every person who either himself or by his agent, servant, employee, or anyone on his behalf, knowingly publishes or causes to be published any advertisement for either directly or indirectly promoting the sale or disposal of any real or personal, movable or immovable property, or any interest therein, containing false or misleading statement, or false representation which is of a character likely to or is intended to enhance the price or value of such property or any interest therein, or to promote the sale or disposal thereof, or is liable to mislead anyone as to the true value of such property, shall be liable upon summary conviction to a fine not exceeding two hundred dollars, or to six months' imprisonment, or to both fine and imprisonment, or in the case of a corporation to a fine not exceeding five hundred dollars.

"The production by the informant of any advertisements containing any statement alleged to be false or misleading shall be prima facie evidence that the same were knowingly published by the person whose name shall be mentioned therein, as the advertiser, or proprietor, owner, agent, manager, as the case may be of the business referred to in said advertisement. The word person shall include an individual or partnership company or corporation."

It will be noticed that the proposed amendments provide punishment for anyone who advertises in a manner tending to mislead the public—thus closing up the loophole whereby some have escaped because their statement, or statements, were not absolutely false. The fine, in the case of a corporation, has been placed at not exceeding \$500, and it is also provided that any advertisement inserted by any person whatsoever over an advertiser's name shall be taken as knowingly published by such advertiser.

Recommendations for Fall, 1918

By U. S. Council of National Defence

FOOTWEAR is just in receipt of copy of a letter and questionnaire being mailed by the Council of National Defense of the United States, to shoe manufacturers. The recommendations are in the spirit of those made last summer for the spring of 1918, and the trade is asked to intensify its efforts for savings for this autumn. The letter and questionnaire are as follows:

The Letter

In view of the necessity for continued economy in raw materials, especially in those that involve the use of ships for importation, and the economical use of capital in manufacturing and in the wholesale and retail trades, it is essential that even greater savings be made in the shoe trade for the fall season of 1918 than have been effected for the spring season. The Commercial Economy Board thoroughly appreciated the co-operation that the various branches of the shoe trade are rendering and asks your continued assistance in the same loyal spirit.

We state herewith our general recommendations, and also ask your assistance in coming to a conclusion on certain specific suggestions that have been made to the Board. The trade will be notified, as soon as pos-

sible, of the further recommendations on these specific points.

For the fall season of 1918 you are requested:

- (1) To reduce still further, if possible, the number of styles.
- (2) To avoid styles that involve the unnecessary use of materials and capital.

In the spirit of these recommendations several suggestions have been made to the Board regarding features that might be eliminated and other means of securing economy in the shoe trade for the fall season of 1918. We are submitting these suggestions to the trade in the schedule that accompanies this circular. Will you please give us the benefit of your judgment and experience by answering the questions on the schedule and returning it promptly?

The Questionnaire

In order to bring about a reduction in the number of styles and secure economy in materials and capital, it has been suggested that certain features be eliminated in the manufacture of shoes for the fall season of 1918. We should like to know whether these suggestions are practicable from your standpoint.

1. What should be the maximum height of women's shoes?

2. What should be the maximum height of children's boots?
3. For men's shoes (except canvas) should each manufacturer restrict his output to black and two shades of tan?
4. For women's shoes, should each manufacturer restrict his output to white, black, two shades of tan, and two shades of gray?
5. Should wing tips on men's shoes be eliminated?
6. Should perforations on men's shoes for street wear be restricted to those on tips?
7. Should all shoes have only the natural finish on soles?
8. Should pull straps be eliminated?
9. Should "all-leather" linings be eliminated?
10. Is it possible, in the majority of shoes, to have them stitched aloft (that is, without channeling)?

Death of "Mel" Savage

Mr. M. L. Savage, who for over eleven years ably represented the Tetrault Shoe Manufacturing Company, Montreal, and the J. A. & M. Cote Company, St. Hyacinthe, died recently in Winnipeg. Mr. Savage was one of the prairie provinces' best-known and best-liked travellers, and was acquainted with the shoe trade from Port Arthur to the Coast. His bro-



thers, R. L. Savage, of Toronto, and H. M. Savage, of Boston, reached Winnipeg a day or two before his death, and conveyed the body to Ayr, Mass., his home town, for burial. Mr. Savage was connected in business with George H. Ferguson, in the retail shoe store of Murray's Limited, Calgary, and only a short time ago had taken over the Harvard Shoe Store in Winnipeg. The sympathy of the entire trade goes out to his widow and family.

The British War Office has issued an order stating that from February 1, except under permit of the Director of Raw Materials, purchase, sale or offer to purchase or sell will be prohibited as it relates to women's shoes with uppers exceeding seven inches in height if of leather, or eight inches in height if of any other material. After January 1 manufacturers were prohibited from cutting material or uppers exceeding the dimensions named.

Conditions in the Leather Industries

THE Labour Gazette of the Dominion of Canada for the month of December contains the following, regarding conditions among manufacturers of leather, boots, shoes and rubber during last month:

Halifax reported that the boot and shoe factory was very quiet and had laid off most of its help. The Amherst Boot and Shoe Company at Amherst was actively engaged, and the output for the year was expected to be the largest in the company's history. The tannery and boot and shoe factory at St. John were running steadily. Fredericton reported shoe factories fairly well employed and larrigan factories busy. Montreal reported tanneries only fairly active and boot and shoe factories continued quiet. At Quebec, boot and shoe factories had a dull month and tanneries were quiet. Shoe factories at Sherbrooke were well employed. At St. Hyacinthe the tanneries and boot and shoe factories were more active than in the previous month, but some shoe workers still remained out of employment. Leather and boot and shoe factories at Three Rivers were quiet. Sorel reported the tannery busy. Toronto reported tanneries active, boot and shoe factories quiet and rubber factories well employed. Hamilton reported fair conditions in boot and shoe factories, and other branches of leather manufacture were active. The shoe parts factory at Niagara Falls was advertising for women operators. St. Catharines reported tanneries and rubber footwear factories busy, and tanneries at Kingston were working overtime. Galt reported an improvement in boot and shoe manufacturing, and at Brantford the Brandon Shoe Company was active. At Kitchener, tanneries were busy, and all boot and shoe factories were working full time; in rubber factories some overtime was worked. The rubber tire factory at Guelph was taking on extra help. London reported tanneries and shoe factories well employed. Winnipeg reported tanneries busy and normal conditions in the manufacture of trunks and horse goods. At Brandon, tanneries and trunk and horse goods factories were fairly busy. Calgary reported leather manufacturers fully employed, and at Edmonton the Great West Saddlery Company reported fair conditions. The boot and shoe factory at Vancouver was busy.

A Handsome Calendar

The Breithaupt Leather Company, Kitchener, Ont., are distributing one of the most attractive calendars of the season. It is a reproduction of an original painting by Charles M. Russell, entitled "Meat's Not Meat Till It's in the Pan." The hunter has killed a mountain sheep which has fallen and lodged in a dangerous place, making it almost impossible for him to reach his kill. It is a very handsome hunting picture.

Capitalizing Customers' Names

For one of his special clearance sales a shoe merchant advertised an unusual plan. To each person who purchased a pair of shoes during the sale he gave a price reduction of 1 cent for each letter in the buyer's name. Although a few fictitious names probably found their way in, most of his trade gave their correct names and gladly took advantage of the offer. More than that, it helped, greatly, in building up his mailing list. System.

Of Special Interest to Repairmen

Toronto Association Elect Officers—Laundry Company's
Repair Department—New Ideas and Methods



AT the last meeting of the Toronto Shoe Repairers' Association, election of officers took place for the coming year. The members were very well satisfied to have the former officers retain their positions for another term, but they modestly

declined. The following officers were, therefore, returned by acclamation: President, H. K. Hayward, 2852 Dundas Street; vice-president, J. W. Hendry, 2191 Queen Street East; financial secretary, S. Burnett, 761 Yonge Street; recording secretary, S. Mason, 165 Van Horne Street; treasurer, A. Butterworth, 457 Yonge Street.

There were nine nominations for the Executive Committee, and the following five elected: Charles F. Robertson, 497 Queen Street West; Walter Burnill, 75 Queen Street East; H. E. Carley, 1067 Gerrard St. East; J. L. Weir, 462 Parliament Street, and A. M. Brodie, 229 Dundas Street. A. M. Brodie and S. Mason were appointed auditors.

A Very Successful Year

Retiring President Robertson presided at the meeting and the statement of Mr. Butterworth, financial secretary, was received with general satisfaction. The membership is now well over one hundred and there is a balance of \$180 in the bank. A year ago the balance was only \$25. The membership fees during the past twelve months were \$293.75; profits from the picnic at Niagara Falls, \$50.20, and profits from the last annual banquet, \$32.50.

Short talks were given by the retiring officers expressing appreciation of the co-operation of the members, and Mr. Robertson suggested that, during the coming season, a series of debates should be carried out on practical and helpful subjects in ways and means of bettering conditions of the trade, stock-keeping, purchasing, etc.

One of the most important subjects for the consideration of the new board of officers is the date and details of the regular annual banquet. This will likely be held some time in February, and other matters of entertainment will be arranged in agreeable succession.

Keeping Soles in Temper

A good method recently noticed for keeping soles in temper before applying the fastenings is to have the shoes lie bottom down on wet burlap. This is preferable to wetting again, as the oftener sole leather is wetted, the harder it gets and the more difficult it is to work. Both in nailing and soling, the leather should be well tempered and the above method has been found very satisfactory.

Repairer Must Give Service

THIS advertisement recently appeared in an Ontario daily newspaper and is reproduced only in the hope that its warning will be evident to every repairer. As far as can be learned, this is the first laundry operating in Canada with a shoe repair department in connection, although the idea took hold in the United States some time ago and has apparently been very successful. The one big advantage possessed by the laundry company is the delivery service, usually developed to a high state of perfection—in other words, the service placed at the disposal of prospective customers for shoe repairing by laundry companies is such as to offer a very formidable competition to the legitimate repairer. "Your shoes called for and delivered," is an appeal for business that carries considerable weight with the average

SHOE REPAIRING

IS A BRANCH OF OUR BUSINESS

When our driver calls for your Laundry next week give him any shoes which need repairing and he will return them when finished.

French Dry
Cleaning,
Pressing,
Dyeing

CITY
LAUNDRY

Shoe
Repairing
Department

Type of advertisement used by one laundry company.

man or woman, who detest carrying the shoes to a repair shop themselves. It is, as explained in the advertising of the laundry companies, the simplest and easiest task in the world to hand the boots to the driver when he calls for the laundry—they don't even need to be wrapped—and they are returned when the laundry is brought back.

This constitutes "service."

It is just the sort of thing that many repairers have not prepared themselves for. Some fellow is bound to come along, sooner or later, in every town and city and, recognizing the breach in a supposedly established business, step in and take the cream of the trade. He will have an up-to-date shop, clean and shining, and will be a master in the art of "service." Perhaps he will be the manager of one of the laundries in your own city—ideas spread rapidly and this one is no exception.

A large number of repairers doubtless have facilities for calling and delivering their work, but do the public know about it? If the publicity is bounded by a little card in an obscure corner of the window the results will be doubtful. One of the most successful repairers in Toronto has built up his business largely

because of his service in calling for, and delivering, work. He advertises it, too, in every way possible—newspapers, dodgers, blotters, match-strikers, theatre programs, and so on. His business is not confined to his immediate neighborhood, as it is with most repairers, but comes from all parts of the city. Customers have only to telephone and say what they want done, and he does it promptly and serviceably.

Simmered down it all amounts to this: If you

haven't got this sort of service, get it; if you've already got it, **advertise it.** You may as well make up your mind that "service" and "publicity" are the backbone of any business, and if you are not fitting yourself each day to compete with newcomers, no matter in what other line of business you will lose considerable trade owing to the natural tendency of the public to do business with the firm that makes it easy to do business with them.

Practical Ideas and Methods for Repairers

Some of These "Kinks" May be Applicable to Your Own Shop—Pointers on the Care of the Stitcher, Its Adjustment and Regulation

SOME repairers have a scheme of marking the repaired shoes so as to be able to tell at a glance the month and the approximate date that the shoes were repaired. The writer was in a large repairing establishment not long ago and the manager explained to him the secret. One tack is set at the middle of the shank for the middle of the month in which the shoes are repaired, and starting from January tacks are inserted at the edge along the shank. For example: A pair of shoes is repaired in June and the repairer drives in as many tacks at the sides of the shank part as there are months from January to June, namely, six tacks.

* * *

In sewing on a new welt the shoe will shrink somewhat, even when a last is in the shoe. A repairer I have in mind always drives in a larger last than ordinarily necessary. A last one-half size down is usually the rule, but in such a case the last should be of the same size as the shoe.

* * *

The quickest and best system is to have one man prepare the work for the stitcher and finisher and throw the shoes over to the stitcher, who will catch them if at all expert at playing baseball. Where speed is wanted there is no better system than having shoes prepared for the stitcher, who returns the shoes to be once again prepared for finishing. The machines are then in constant operation.

* * *

Some repairers insert circlets in soles before attaching to the shoes and in so doing they drive in better and away through—the soles resting upon a steel plate for solid foundation. When driving in heel plates some repairers also rather drive the plates onto the heels while the shoe is held solidly on an iron jack. Driving circlets into the shoe bottom does not offer a solid foundation and the idea of driving in before attaching to the soles seems to be the better way.

* * *

When applying rubber heels to shoes having rubber soles extending to the heel-end of the shoe always have a heavy lift of sole leather over the sole, and in finishing the heel edge this lift will show brightly and give a nice effect to the whole heel. The extra leather lift is needed, however, to firmly hold the rubber heel to the shoe.

* * *

In an up-to-date shoe repairing establishment that

resembles a regular shoe factory more than the ordinary repair shop, and which has been in business for over twenty years, progressing gradually to its present standard, the writer has gleaned some technical notes that deserve mention. In repairing different kinds of shoes, such as welts, McKays and turns, the repairer should have special knowledge in the details of each kind, if best results are to be obtained with the least possible amount of labor. Machines intended for each kind of shoes should first be installed, and the same is true in regard to tools, for no workman, however skillful, can accomplish much without the use of suitable tools or machines.

* * *

One of the most important machines in the average repair shop is the dry thread stitching machine, and I would call that machine next in importance to the outsole stitcher. There are many repairers who do not, however, know enough about the adjustment and the troublesome features of dry thread sewing machines. For instance, the needle is the most important part and whenever anything goes wrong that is the part that should be changed. The writer happened to be in a certain repair shop where the needle was changed and still the thread ravelled, and close inspection of the shuttle disclosed the fact that a defective needle (a needle that was bent at the point) had rubbed against the shuttle and roughed the surface, so that the thread in going around would be damaged by the breaking of some of its strands. A defective needle is the worst part in any sewing machine and the needle tester is the best article to have at hand.

* * *

The writer saw a sewing machine that formed the

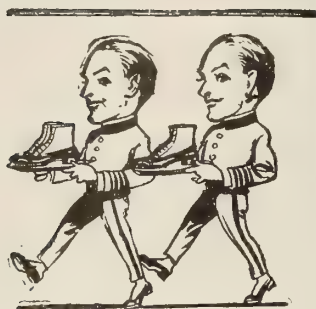


YOU'LL BE AMAZED

at the difference between the old shoes sent here for repairs and those you receive back again. Our shoe repairing is really shoe rebuilding. The work is done on the latest shoe machines, such as are used in modern factories. Send us a pair you can't wear. We'll make them so you'll be glad to wear them.

Henley's Modern Repair Store ELGIN ST

Attractive repair shop advertising—Bound to create a favorable impression upon the reader. It comes from Trenton, Ont.



Double the service of your Shoes

by having us repair them in the modern way. Our machines are exactly similar to those making new shoes, so our repairing gives a new effect to old footwear. Send us an old pair as a trial. No matter what is needed, our machines will repair them perfectly if they are repairable at all.

CHRISTMAS SLIPPERS

A nice line of Felt Slippers, suitable for Christmas gifts.

FRANK COLOSIMO
Expert Shoe Repairing
88 S. Cumberland, Phone 1213

An advertisement far above the average—The cut and reading matter are exceptionally good—Live repairers advertise, in Port Arthur, Ont.

stitches on thin material, but refused to work on heavier material. The needle bar was loose and that was the puzzling cause of this difference in results on various kinds of work. In dry thread and, in fact, all sewing machines of the lock-stitch kind, the shuttle and needle threads will cut against each other, or the shuttle thread rather cuts the needle thread in part and makes the stitch weak. A shuttle thread which is too large for the needle thread will cut and render the needle thread next to worthless.

* * *

In setting the lock in upper leather, the fleshy part should hold the lock while the grain part should hold it in sole leather. The setting of the lock is of prime importance and one way to find out is to cut through the stitch line and then note the exact location of the lock in the leather. Efficient stitching machine operators first take a piece of material for that purpose and after properly setting the machine, set the lock where it should be, and that is done by having more or less tension on the shuttle thread.

* * *

In a very high speeded machine the needle thread of dry sewing machines is sometimes wet as it travels through the machine, especially when stitching through heavy stock, such as patent leather, for example, since the gloss on the leather will not only heat up the needle, but will also cut the thread unless it is wet when it reaches the leather. A little oil on the gloss will also help in stitching or in feeding in the outsole stitcher, for example, where the vamp rubs against the table. Some operators have a sponge filled with oil

and pass the shoe there against, which is quicker than passing the sponge onto the shoe.

* * *

Cotton thread wet or in timber will not stretch much and a firmer seam will result, and that is true not only in so-called dry thread stitching machines, but moreover in outsole stitching machines, before the wax is applied to the thread. Shoe repairers, in the writer's opinion, should use cotton thread, as cotton thread will give less trouble and produce as firm a seam in practice as silk thread. Cotton thread will stand more friction and will not be liable to be cut by the shuttle thread so easily as silk. Last, but not least, the cost is much less than for silk. Use the best cotton thread on the market and the best made needles available.

* * *

The needle eye will often be shaped wrong and will cut the thread to some extent. It is well to have a magnifying glass and to closely inspect the needle point and the eye, and in the tester see that the needle is straight from tip to tip. The needle ends that set into the needle bar need not be exactly alike, which is true of curved needles as well as straight needles.

* * *

The least bit of rust on the needle will cause the machine to shake, and such fine parts should be kept in oil pans until ready to use. A short bevelled needle point will perforate more prominently and will allow the thread to stand out more than a long bevelled point. The long pointed needle is more serviceable in heavy stock than in thin stock, and the same is true of the awl on the outsole stitcher. The feed will generally be better with the short pointed awl or short pointed needle in machines that feed with one or the other of those elements. There is a limit to speeding stitching machines, as excessive speed will heat up the needle and cause bending or breaking of same. So the oiling of the needle guide is imperative.—Shoe Repairer.

Specializing in Whites

The coming hot season is likely to be the biggest ever in the sale of whites in canvas, cloth and buck. At least this is the opinion of many of the leading style experts. "Everybody should be prepared to meet this big demand," says one large blacking manufacturer in the East, Dee's Flexity Stain Co., of Lynn, Mass. "We have anticipated this demand to such an extent that we have gone ahead and are now well stocked up ready for immediate delivery, with all kinds of the very latest thing in edge inks, enamels, finishes, cleaners and even white cements."

For years these lines have been made by this company who are generally recognized as experts in all kinds of stains and enamels and cements. They do business in all parts of the shoe manufacturing world and are well adapted to meet the peculiar needs of those who make "whites." The wise buyer is recommended to get in touch with this house as a very heavy run made all at once on these lines might result very seriously to the trade if the demand gets beyond production ability.

Mr. P. T. Richardson, of Richardson's Shoe Store, Vancouver, B.C., was in Calgary recently, on a business trip. Mr. Richardson reports that Christmas business in the Coast city was much better than anticipated.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Windsor Quick Shoe Repair Shop, Montreal, has registered. Wm. Tobin and Henri A. Bernigaud are the proprietors.

The P. E. Price Shoe Company, Montreal, have registered.

The Code-Carkner Shoe Company, Ottawa, suffered loss by fire recently.

Spiral puttees for women are new on the market. The bottom of the puttee is in the form of a gaiter with the top on the plan of the regulation army bandage puttee.

R. S. Simmons, of the firm of R. S. Simmons & Son, shoe retailers, London, Ont., died recently.

The Sherbrooke Notre Dame de Grace Shoe Repair Shop, Montreal, has registered.

Many retailers are anticipating an unusually large demand for spats during the spring months.

In connection with the Military Orthopedic Hospital at Davisville, Ont., a special shop is conducted where shoes are made to fill the needs of the various patients, at the cost of the government. The government not only supplies the first pair, but has made special provision whereby a man whose injuries have put him in need of such special footwear shall have a fund in addition to his pension with which to buy them as long as he lives.

The following bright New Year's greeting was in the form of an advertisement by a Renfrew shoe retailer: "That 1918 may be for you a year of happiness and prosperity is the wish of R. D. Scott, the Shoe Man."

Letters patent have been issued to the firm of Edgar Clement, Quebec, the capital stock being \$200,000, and the principals, Edgar Clement and E. L. Cantin. The company is empowered to carry on the business of tanners, curriers, and manufacturers of all kinds of leather, and to manufacture, buy and sell, boots, shoes and harness.

A new rubber heel being marketed in the United States carries with it an insurance policy up to the point of \$5,000 for injuries received by slipping while wearing the heels.

Utz & Dunn, shoe manufacturers, Rochester, N.Y., distributed a very handsome little card of greeting to their many friends.

The city council of St. Thomas, Ont., have decided that all places of business must close at 7 p.m., excepting restaurants and cigar stores.

Bacon's Shoe Store, Kamloops, B.C., has been purchased by W. F. Muirhead and Company. There is now only the one exclusive shoe store in that place.

A Progressive finishing outfit has been installed by Geo. Woods, Vernon, B.C.

Wm. T. Thorpe, formerly manager of the Yale Shoe Store, Regina, is now residing in Bellingham, Wash.

E. I. Peel and A. Reid have entered into partnership under the name of Peel & Reid, and will carry on a shoe business in Amherst, N.S.

James Robinson, jobber, Montreal, and James Young, of Toronto, left recently for Florida, where they will spend the winter months.

W. Hebert, of Gagnon, Lachapelle & Hebert, shoe manufacturers, Montreal, was recently in Toronto, with a new line of samples for summer and fall. The range is very attractive and includes about fifty new models.

Harold G. Greene, son of R. H. Greene, Gutta Percha and Rubber Limited, Toronto, has been appointed assist-

ant manager of the Ottawa branch, of which E. E. Chisnall is manager.

H. J. Beatty, of the Am-Bri-Can Distributors, Toronto, has gone to Havana, Cuba, to spend the winter months.

W. H. Miner, of the Miner Rubber Company, Granby, P.Q., has been elected a director of the Southern Canada Power Company.

A Boston leather merchant says "Our Canadian trade is unusually good. We are selling our novelty leather briskly in Canada and are finding our Canadian customers more inclined to pay the prices asked for first-class novelty leather than our United States customers. Our first lot of colored patent leather was taken by a Canadian shoe manufacturer. So you may see that our Canadian friends are right up to the minute in style. I think, concluded the merchant, "that my opinion of the good state of the Canadian trade is substantiated by the recent report of W. Roderick Dorsey, U. S. Consul at Quebec, who tells of the notable grading up of Canadian footwear in quality and in style."

The Williams Shoe Company, of Brampton, donated 200 pairs of shoes for the Halifax sufferers.

S. J. Anderson, of Toronto, on the travelling staff with Getty & Scott, Limited, is recovering from a serious illness.

The Regal Shoe Company, of Boston, Mass., were among the first firms to offer any possible assistance and supplies to sufferers in the Halifax disaster.

The McFarland Shoe Company, Edmonton, Alta., have been appointed representatives for the Kaufman Rubber Company, succeeding Geo. Stockand, who passed away recently.

Harry Taylor, formerly traveller with J. G. Trudeau Company, Montreal, has taken charge of the Montreal branch of the International Supply Company, of Kitchener, Ont. He is well known among the trade.

A new children's shoe has been designed by Getty & Scott, of Galt, Ont. It is a cushion sole shoe constructed on the same principle as the Dr. Reed Shoe. Tacks, wax and thread are eliminated from the inside of the shoe and a very soft and pliable surface is provided for the growing feet.

H. A. Innes, head of the accounting department of McLaren & Dallas, wholesale shoes, Toronto, has enlisted for overseas service. A military wrist watch was presented him by the staff.

Thieves recently broke into the store of Mr. Russo, Glencoe, Ont., and made away with 21 pairs of shoes.

Geo. Carle & Sons, Tilsonburg, Ont., are opening an up-to-date shoe repair shop in connection with their harness business.

Johnson & McCormick, St. Thomas, Ont., recently conducted a bean guessing contest, the prizes for which amounted to \$30.

S. S. Minister, for some time past associated with the Murray Shoe Company, of London, Ont., has concluded his services with that concern, and has accepted a position with Clark Bros., Ltd., St. Stephens, N.B. Mr. Minister is well known in the trade and has had excellent experience in some of the largest shoe factories in Canada and the United States.

J. E. Warrington, of the John Ritchie Company, Limited, Quebec, recently paid visits to Montreal and Toronto.

Lieut. J. H. McGee, formerly on the staff of the Bannard Shoe Limited, Winnipeg, and a brother of H. B. McGee, sales manager of the Minister, Myles Shoe Company, Toronto, has

left for overseas. He had been taking an aviation course at Leaside and Deseronto, Ont.

Among the shoe trade injured and suffering damage to their stores in the Halifax explosion are the following: W. L. Tuttle, retailer, who has a store on Barrington Street, and also one in Dartmouth, both stores badly shaken and glass broken. Geo. E. Wallace, of Wallace Brothers, received a cut on his chest which required several stitches, and Constant Upham, general store, selling shoes, was killed, his store collapsing.

S. P. Murphy, for some time past foreman of the turn department in the Southland factory of the Craddock-Terry Company, Lynchburg, Va., has concluded his services with that concern and has accepted a position in a similar capacity with the Blachford Shoe Company, Toronto.

A. A. Sinclair, shoe retailer, Ingersoll, Ont., was visited by burglars on December 18, when about \$300 worth of shoes were taken. Entrance was gained by breaking a window at the rear of the store. The shoes taken were principally ladies'.

The Great West Felt Company, of Elmira, Ont., donated some 400 pairs of shoes to the Halifax Committee for the benefit of sufferers there. The company has completed the new wing of their factory and is now in splendid shape to look after their increased business.

The Breithaupt Leather Company, Kitchener, Ont., have met with so great a success with their "Jumbo" department, installed some few months ago, that they have found it necessary to install duplicate equipment to look after the needs of this department. They report that "Jumbos" have almost entirely replaced the tap sole.

The Plessisville Shoe Company, Plessisville, Quebec, have secured an order for 25,000 pairs of army shoes.

The Sherbrooke Repairing Company, Montreal, Ont., have registered.

The King Shoe Company, Owen Sound, Ont., has been incorporated, capital \$100,000. John Staunton King, William F. Marquardt and F. W. Wegenast are at the head of the enterprise. A by-law was submitted to the ratepayers of Owen Sound, Ont., on January 7 to decide whether or not the city would loan the company \$30,000. The company have for some time been considering the removal of their factory from Toronto to Owen Sound.

The Lion Brand Shoe Company are erecting a four-storey factory at Pointe-aux-Trembles, Que.

A United States shoe manufacturer claims that if his country has 1,500,000 soldiers in France next year, 1,200,000 of them will be fitted with shoes that are from one-half to three and a-half sizes too short. Antiquated specifications, he says, is the cause.

The death occurred recently of Mr. J. A. Adams, managing director of Aero-Peds Limited, Toronto. Mr. Adams was in his 48th year and had spent all his life in the shoe business. He leaves a wife and one son; his father, who is in his 77th year, conducts a shoemaking business at 597½ Parliament Street, Toronto. The business of Aero-Peds Limited, is being continued by W. J. Adams, who is president, H. A. Beatty, secretary-treasurer, and Edward A. Adams, son of the deceased.

G. W. McFarland has been appointed managing director and secretary-treasurer of Williams Shoe Limited, Brampton, Ont., succeeding S. Mullett, who is retiring. W. D. Harris, who has represented the company in the west for several years, will take charge of the Regina branch vacated by Mr. McFarland.

Geo. Tuxford, shoe repairer, Vernon, B.C., has enlisted with the Army Service Corps and will continue his trade.

A Sterling stitcher and a Progressive finishing outfit has been installed by Adolph Hansen, Stettler, Alta.

Mr. A. Butterworth, the well-known Toronto repairer, has had a new 26-foot outfit installed in his Queen Street shop. This is perhaps the largest installation in Toronto.

The shoe store of Bachrack Brothers, Toronto, was damaged by fire on the morning of December 17. Flames broke out in the stock-room in the basement and caused the collapse of the main floor, the safe and cash register falling to the basement. The stock was more or less damaged by smoke and water and the company have been conducting a "fire sale."

W. T. Broderick, manager of the warehouse of the Halifax branch of the Canadian Consolidated Rubber Company, was killed in the recent disaster. He was captain of the volunteer fire brigade, and responded to the call for help. Mr. Broderick was one of three killed, including the chief of the Fire Brigade, when attempting to render assistance.

Montreal rubber companies report exceptionally brisk business during the past year. Rubbers are being worn more than ever, and the rise in the price of shoes probably induced many to purchase this cheaper form of footwear, and thus save on their ordinary shoes. Those companies making sporting goods also had an excellent year. Some of the new styles put on the market were very attractive.

The travellers of Ames-Holden-McCready, Limited, Montreal, are now on the road with the company's lines of felt and winter goods.

Wanted for Vancouver—Shoe salesman. Must be good window trimmer and show card writer. Box 659, Footwear in Canada, Toronto.

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS



BOSTON

NEW YORK

CHICAGO

WINSLOW BROS. & SMITH CO.

ESTABLISHED IN 1776

Tanners and Manufacturers

SHEEPSKINS and CABRETTA

Also Woolskins in Bark and Alum Tannages

NORWOOD - MASS. - U. S. A.

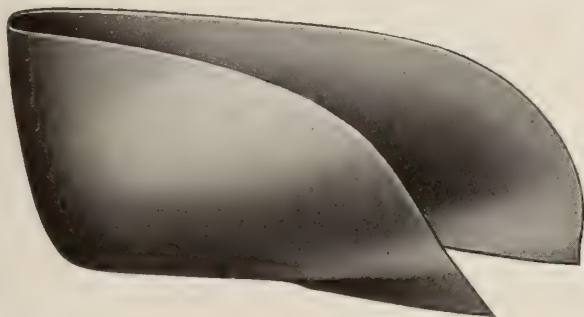
Adelard Guay

Eutrope Guay

MANUFACTURERS OF

Standard, Fibre Board, Leather Board

COUNTERS



We also Carry in Stock a Large Quantity
of Innersoling of all Kinds

EUGENE GUAY

1870 St. James St. ^{Regd.} MONTREAL, QUE.

Good Kid for Good Shoes



New Castle Kid

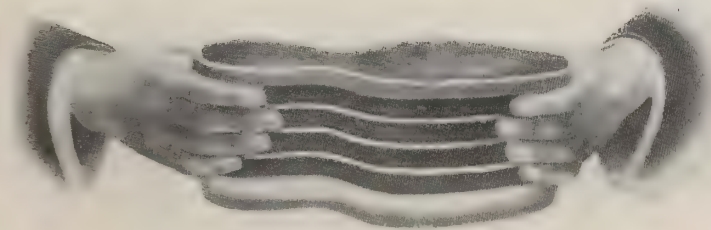
We can supply you with this famous product, either Glazed or Mat. It is always of the highest quality, uniform and reliable. Shipments on time and in any quantity.

Write for samples in black or colors.

New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.



Steel Dies

Our Steel Dies for cutting Leather, Rubber, Cloth, Paper, etc., have superior features that should interest you. Made of steel that holds a keen edge. We manufacture only "Safety-First" Steel Dies made in this country. No chance for the press to jam the hands. Fingers fit into forms and do not slip.

Write for prices, etc.

JAS. CLELAND, RGD., ^{Largest Die Manufacturer}
in Canada

16 St. George St., MONTREAL



“THE SOLE OF PERFECTION”

¶ When buying new boots and shoes, or having worn ones resoled, it is not a question of how long leather has been in vogue; it is a question of facing this fact: “Acme” soles will outwear leather, and give more satisfaction all the time.

¶ If you commence wearing “Acme” Soles today, you will not discontinue wearing them even if after the war good leather is again plentiful. Superior shoe service will keep you using “Acme.”

¶ The beauty of this new sole is that it will always be the same—the method by which it is made, and the materials from which it is made, are standard and cannot be very much influenced by either national or international complications.

¶ In other words, you can to-day, via “Acme” Soles, order your shoe comfort a season ahead—bank absolutely on **getting** utmost wear, utmost pliability, utmost comfort; and bank absolutely on **not getting** any squeaking or slipping.

COLORS: BLACK, WHITE, TAN

“Acme” is a Dunlop product, and you are invited to specify “Acme” because it measures up to the Dunlop standard.

**Dunlop Tire & Rubber
Goods Co., Limited**

Head Office and Factories:
TORONTO



FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



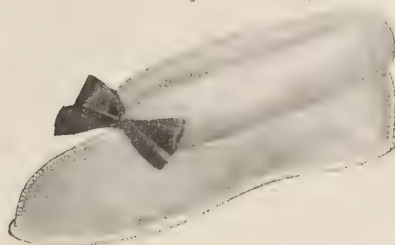
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



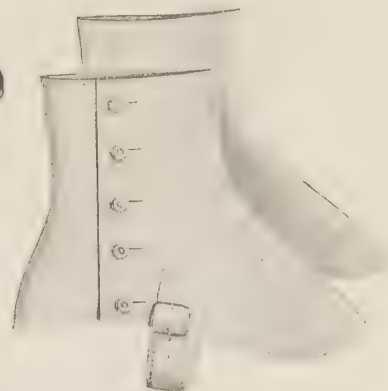
Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

Mooney's Satisfactory Supplies

Brushes

Large varieties of patent Brushes. Well made—low cost. Made by Essex Brush Company.—None better.

Thread

Write for Samples and Prices. Made by Globe Thread Co., Fall River. We can give you good service.

Cement

Ideal Backing Cement, Apex Backing Cement, Premier Backing Cement. Write for complete particulars.

LACES

We can supply you with all styles, lengths, colors or quantities of laces. This is our specialty and we lead the market in this line. Write for samples, prices and information.

A. G. MOONEY COMPANY

220 LEMOINE STREET

MONTREAL, QUE.



For Jobbers

AIRD McKays for Men, Women, Youths and Boys are made in all the desirable lasts for 1917 selling. We are very sure you will not be offered anything superior in quality or design at such attractive prices as we are quoting. Write direct immediately for information. We are now showing all styles.

Aird & Son, Reg'd
Montreal

JOBBERS! Don't miss this line of Fine Footwear

**WOMEN'S LEATHER SHOES, MISSES',
CHILDREN'S and INFANTS' FOOTWEAR**

*All the
Popular
Styles*

Drop us a line

We offer you a line of superb footwear—made with that solidarity which will build for you good will and bigger business.

We use the best quality of materials, and offer Jobbers every facility to choose lines suitable for their trade.

We should be glad to show you samples and make you quotations. There is a splendid margin of profit.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

The United States Hotel, BOSTON, MASS., U. S. A.

Beach, Kingston
and Lincoln Streets

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

"The Leading Novelty Slipper House of America"

*Now is the time to order your
Felt and Novelty Slippers*

The E-Z Walk Specialties in HIGH GRADE FELTS, SATINS, SPORT CLOTHS, GROS GRAINS, CRETONNES and COMBINATIONS, are the talk of the trade.

Style—Design—Fit—Workmanship can't be beat.

Ask your Jobber about them.

TH E-Z WALK MFG. CO., Inc.

62-70 West 14th St., NEW YORK CITY, U.S.A.

"R-H" Steel Heel Plates

(PATENT PENDING)

**WARRANTED
UNBREAKABLE**

Made of Specially Prepared Steel
The Strongest and Most Durable Heel Plates on the Market.

"R-H" Heel Plates

Are Money Savers
because they

SAVE YOUR HEELS

Prongs will not break

Put up $\frac{1}{4}$, $\frac{1}{2}$ and 1 Gross Plates in Carton.

Write for Samples

Order from your Jobber—if he will not supply you WE WILL.

Prompt Deliveries

Manufactured by

**The Root-Heath
Mfg. Company**

Plymouth, Ohio, U. S. A.

Also manufacturers of Cobbler Outfits, Lasts and Stands, etc.

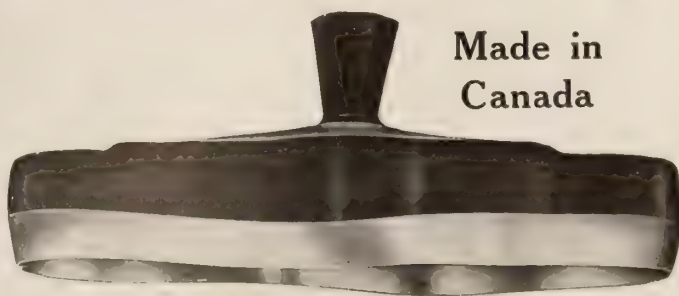


Steel Dies That Hold Their Keen Edge

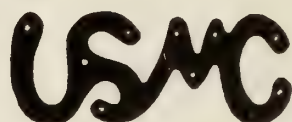
It is remarkable the difference in quality of many makes of Steel Dies for cutting Leather, Paper, Rubber, Fibre, Cloth, etc. Dominion Dies have that admirable quality of holding a keen edge longer than any other make. Write for prices, information, etc.

Dominion Die Co.
MONTREAL

Made in
Canada



**IF IT BEARS
THIS MARK**



**YOU CAN RELY
UPON THE QUALITY**

United Shoe Machinery Company of Canada, Limited

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

179 King St. W., KITCHENER

28 Demers Street, QUEBEC

We Can Save Money for You on Your Shipping & Packing H & D Solid Fibre Board Boxes

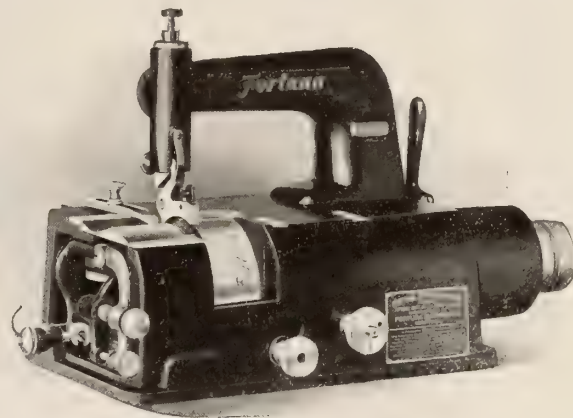
- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.
of Canada, Limited
TORONTO ONTARIO

Fortuna Skiving Machine



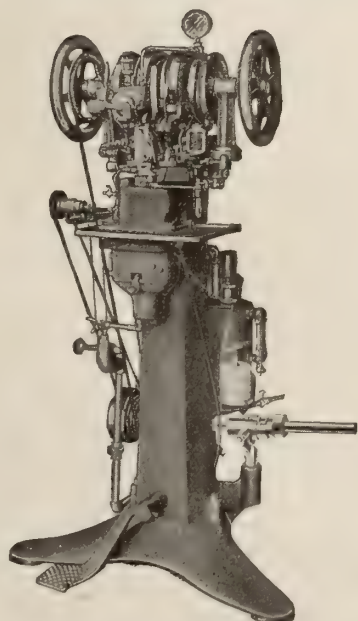
**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

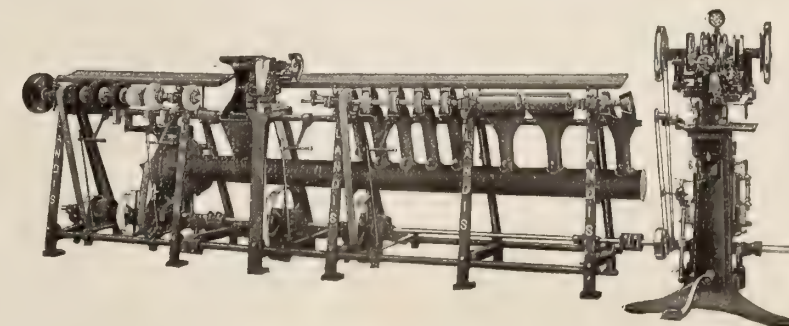
Sole Agents for Canada

Fortuna Machine Co.
127 Duane Street - NEW YORK

Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.



Nufashond
TRADE MARK

quality shoe laces
for every requirement

In bulk for the factory trade.
Single paired for the fine job-
bing trade.

Finished with **Nufashond
Fabric Tips** (patent applied for).
Part of the braid itself. Rustless,
waterproof, won't pull off.

Samples and particulars upon request

Narrow Fabric Company
Reading, Pa.



FRED W. MEARS HEEL CO.

DESIGNERS AND MAKERS OF

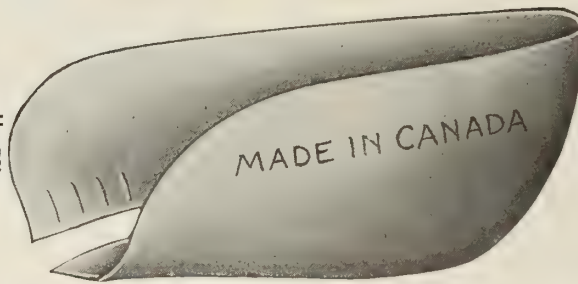
WOOD HEELS

TELEPHONE 1431

HAVERHILL, MASSACHUSETTS

Canadian Agents:

A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada



CANADIAN FIBRE COUNTERS

Wear Longer Than The Shoe Itself

THESE COUNTERS are made from TOUGH FIBRE BOARD — a recognized product which ensures greater wearing qualities. In addition to this, however, our special process of manufacturing adds a guarantee of perfect fit and shape.

Upper Leather & Sole Leather

We feel sure we can satisfy your require-
ments economically and with dispatch.
We have the stock to ship immediately.

In fact, it has actually been proved that
CANADIAN FIBRE COUNTERS will
withstand unusual strain and wear longer
than the shoe itself.

Tannery and Factory:

ST. HYACINTHE
P.Q.

DUCLOS & PAYAN

Ed. R. Lewis, 21 Scott St., Toronto, Ontario Selling Agent.
Richard Freres, Quebec, Selling Agents for Quebec City.

Sales Offices and
Warehouses:

224 Lemoine Street
MONTREAL



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer
and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST MONTREAL PHONE 675
QUE.

MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
WHICH WILL INCREASE YOUR SALES.
ORIGINAL DESIGNS SUBMITTED



The Retail Shoe Dealer



The shoe dealers of this country depend for their business success on the shoe values which they sell and the patronage they enjoy.

The shoe retailer must not only have shoes that are well bought as to style or value, but he must have shoes at the proper season to meet the wants of his trade.

If the manufacturer who has received his orders is unable to deliver the goods, the retailer fails in the first demand of business, viz: to meet the trade with the shoes that are in demand at the time of their first popularity.

Shoes for the Easter trade are useless in June and Christmas shoes are not saleable in the middle of January.

For the retailer who demands service and exact deliveries from the manufacturer, Union Stamp Shoes are essential, because factory operations under the stamp of the Boot and Shoe Workers' Union are uninterrupted by any dispute or labor difficulty.

***Insist on shoes bearing the stamp of
the Boot and Shoe Workers' Union***

Boot and Shoe Workers' Union

Affiliated With the American Federation of Labor

246 Summer Street
Boston - Massachusetts

JOHN F. TOBIN
General President
CHAS. L. BAINE
Gen. Sec.-Treasurer



Footglue INFANTS' SHOES

TRADE MARK

Folding and Fancy
Slippers

Infants' Shoes are selling in larger quantities every day, and you can secure a profit of 50 to 100 per cent. on the business. Our lines of semi-hard soles, etc., are made in all grades and popular colors. They are "good for business."

Write for particulars
and prices.



Semi-Hard Sole
First Walking Shoes

SWAN SHOE CO.

511-515 W. Franklin St., BALTIMORE, Md.



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada,
All Foreign Countries

Thomas A. Kelley & Co.
Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

**Make Sure of Success in 1918
by Introducing to Your Customers**

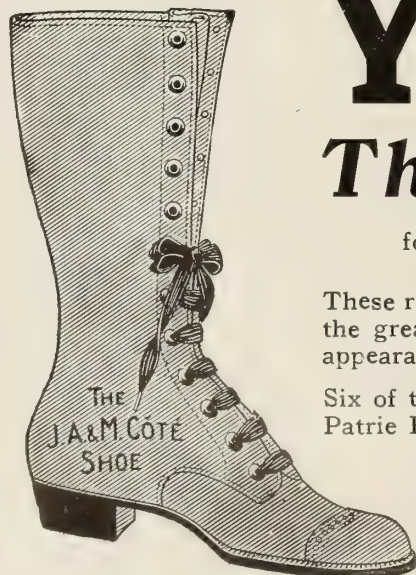
YAMASKA

The All Leather Shoe

for MEN, YOUTHS, BOYS and LITTLE GENTLEMEN.

These reliable shoes are designed with the object of securing for the wearer the greatest possible measure of comfort, long-wearing service and good appearance.

Six of the latest lasts now on view in our Montreal Showrooms at 14 La Patrie Building (Representative, Henry Martineau).



La Compagnie

J. A. & M. COTE

ST. HYACINTHE

QUEBEC

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



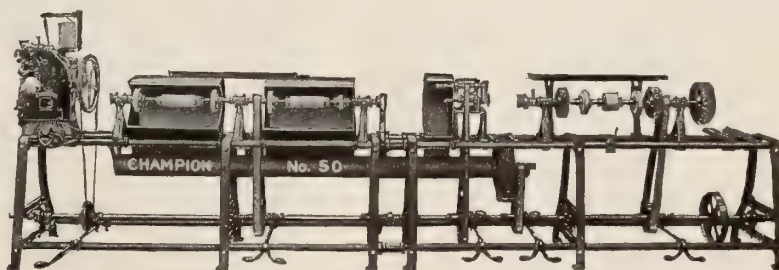
Every customer for a new pair is a prospect for the repair department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

ALPHABETICAL LIST OF ADVERTISERS

Aird & Son	46	Evans' Son Co., L. B.	55	Odell, L. S.	57
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To _____ The Retail Trade

Shoes in your stock bottomed with Real Sole Leather do not crack or deteriorate under cold weather conditions.

Insure yourself against trouble. Do not fill your shelves with costly substitutes.

"GENUINE SOLE LEATHER—
CHEAPEST IN THE END."

The Breithaupt Leather Co., Limited
Kitchener, Ontario

Montreal

Woodstock, Ont.

Quebec

Penetang

Hastings



No. 215
Dull Kid Opera Pump
\$2.25.

OUR RECORD
100 YEARS OF GOOD SHOEMAKING 100

"IN STOCK"

For immediate shipment—an attractive line of Women's and Girls' Turn Pumps and Oxfords, ranging in price from \$2.00 to \$2.60; and Women's Strap Slippers from \$1.40 to \$2.25. All listed in our latest Catalog No. 12. We suggest that spring requirements this season be anticipated as early as possible.

L. B. EVANS' SON CO. - WAKEFIELD, MASS.
BOSTON OFFICE—110 SUMMER STREET

"The Best Everyday Shoes"

are the Best Boys' and Girls' Shoes in the Trade



And our other lines are equally popular with farmers and mechanics all over the Dominion.

*Always ask your Jobber
for this brand.*

The T. Sisman Shoe Co., Limited
AURORA, ONTARIO

**EASY
CLEANING
FLUID**

The
"Wizard Cleaner"

Shoe manufacturers use it for cleaning soiled stock. So do retailers, as it is the
MOST EFFICIENT OF ALL

Your trade will like it and you profit accordingly.

Send for FREE SAMPLE.

**CANADIAN SHOE FINDINGS
NOVELTY COMPANY**

Toronto, Canada

**THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.
MAKERS**

2450 2450 2450



GUS V. WELLS, 531 14th St., Des Moines, Iowa

be without them for ten times their cost.

Triplicates—One for the Carton

They are put up in book form like postage stamps (and the cash always balance. No mis-mates).

COLOR		PRICES	
White on Black	White on Blue	2,500 in Triplicate	- - - \$3.00
White on Tan	White on Red	5,000 in Triplicate	- - - 4.50
White on Green		10,000 in Triplicate	- - - 6.50

The cost is a trifle—10,000 in triplicate \$6.50 (20 pairs for one cent). Why "stall" around in the dark. With my numbering on, it's like having an electric sign on the end of every carton in the store.

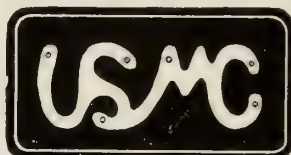
They do a man's work on a busy day, and are just as important on the bottom of a pair of shoes as the size and width on the carton.

You can handle five pairs of shoes with numbers on to one without. Once used you would not

Shoe Machinery

For Every Department from Lasting to Finishing

TRADE



MARK

**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

United Shoe Machinery Company of Canada, Limited

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

28 Demers St., QUEBEC.

179 King St. W., KITCHENER

Brodie's Paste

For best results on
all classes of
Footwear

Give this this well known adhesive a thorough trial in your business. No matter what line of shoes you are making, you will secure better results by using Brodie's Patent Flour Paste. Supplied in barrels, half barrels, and kegs. Write for sample and price.

Brodie & Harvie

Limited

14 Bleury St. MONTREAL

Upper Leather

Patent, Dongola, Box Sides, Gun Metal, Tongue and Wax Splits, both Plain and Ooze in Black and Tan.

Shoe Felts, Supplies

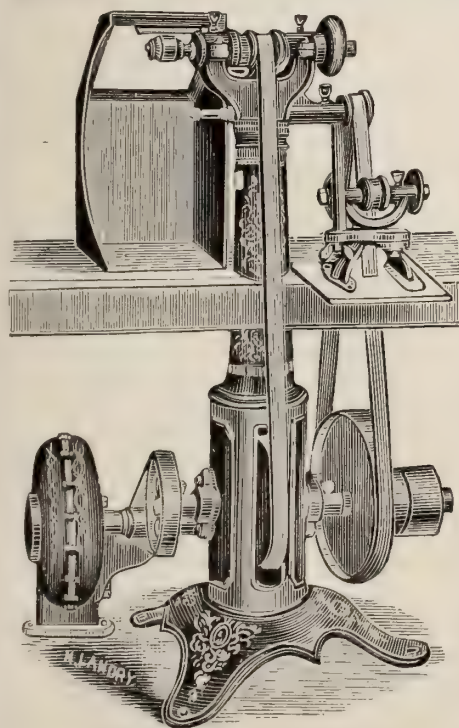
Shoe Cottons of all kinds.
Shoe Cements
Top Facing
Box Toe Goods
Buckrams, Sateens of all kinds
Sole Leather Flanks, Shoulders
and Heads

Write for Samples and Prices.

L.S. ODELL

137 McGill Street,
MONTREAL

Improved BUZZELL EDGE TRIMMER



Complete
with dust
carrier.

Speed 1300

Size of
pulley
5 inches

This machine
is made from
new patterns
and is much
heavier than
old style.

KIEFFER BROTHERS, (Reg'd.)

96 Prince Street MONTREAL

Dealers and Manufacturers in Non Royalty Shoe Machinery

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

THE COMMERCIAL
A WEEKLY FINANCIAL, COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

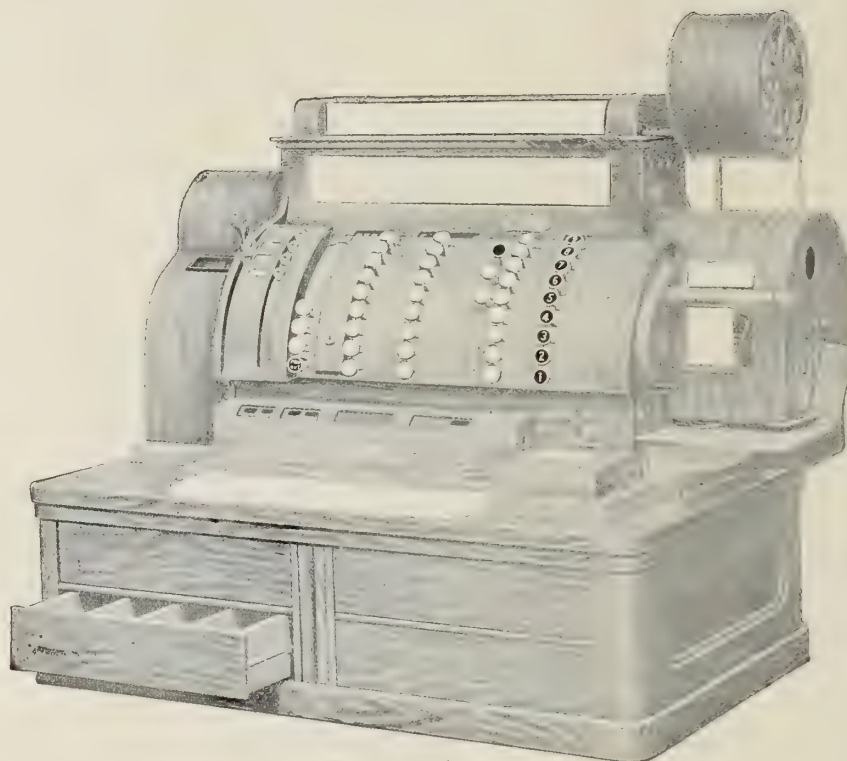
Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

The Most Important Factor



Mr. Merchant!

THE most important factor in the success of any business is the **man** behind it. The business is but a reflection of its director.

If he is ambitious, energetic and intelligent, he will watch his business closely, discover every weakness, and painstakingly nurse it through to success.

He will seek advice, improve his knowledge and increase his efficiency so that he may know how to cure the ills of his business.

Too many men are self-satisfied and refuse to follow the methods that have brought success to other business men.

Think of the ten most successful men in your own line of business and ask yourself why they succeeded.

National Cash Registers are not cure-alls, but they have helped the most successful merchants in the world and they can help you.

Send for our literature and talk with our representative, because we have made a study of curing a great many of the troubles that beset the storekeeper.

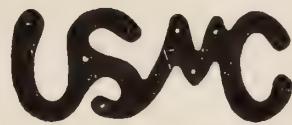
Cast aside indifference and determine to improve your business in 1918.

The
National Cash Register
Company of Canada, Limited
Christie Street - - TORONTO

The Highest Grade Machinery

PLUS

Highly Specialized Expert Service



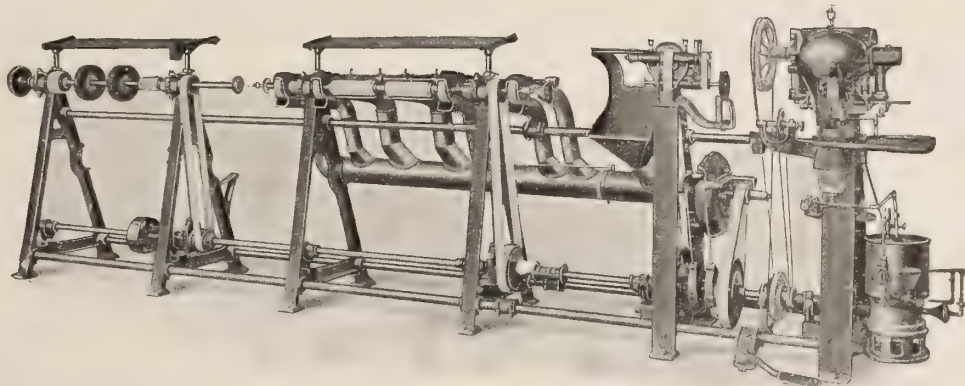
Manufacturers of the BEST Machinery for Shoe Manufacturers and

SHOE REPAIRERS

Every Machine Standardized.

Every part always in stock.

No long waits for repairs.



18 Ft. Goodyear SHOE REPAIR OUTFIT—Model N.

The most popular Shoe Repair Outfit on the American Continent.

LIST OF FITTINGS :

- 2 Split Bottom Buffing Rolls.
- 4 Heel Scouring Wheels.
- 1 Heel Breast Scouring Wheel Extension, with "Nashua" Rotary Edge Setting Irons for Forepart and Shanks.
- 1 Corrugated Rubber Bottom Finishing Roll.

- 2 Corrugated Rubber Finishing Wheels for Heels and Shanks.
- 2 Mane Hair Shank Brushes.
- 1 Climax Seersucker Brush.
- 1 Stitch Cleaning Brush.
- 1 Extension with Bead and Wheel.

Double Buffing Scouring Section. A Dust System that removes ALL the dust. Outfit assembled with Stitcher on end, as illustrated, or reversed to order. Friction clutch pulleys operate each or any section of the machine independently.

HEAVY WEIGHT.

NO VIBRATION.

WRITE US FOR PARTICULARS.

United Shoe Machinery Company of Canada, Limited

Montreal, Que.

122 Adelaide Street West, Toronto

179 King St. W., Kitchener

28 Demers Street, Quebec

The Toledo Button Machine
The Perfect Button Machine

Try It

In Your Own Store
Sold Outright
Fastens all Buttons
Fully Guaranteed

\$85

with Toledo
Rust Proof White
Wire for 12,000
operations

Payments if desired
Sent on 15 days trial

ORDER
ONE



For sale and guaranteed by

Canadian Shoe Findings Novelty Co.	-	-	-	Toronto
Adams Bros. Harness Mfg. Co., Ltd.	-	-	-	Winnipeg
Great West Saddlery Co., Ltd.	-	-	-	Calgary
B. C. Leather & Findings Co., Ltd.	-	-	-	Vancouver

Footwear

In Canada



STYLE

Sells 75% of the goods sold today
and so it should!

STYLE in our apparel has this trenchant result—it keeps us “head up and smiling”—it increases our self respect and our capacity for doing things—and, of course, it sells the goods.

The “style” of the Regal has made it “the most popular shoe in the world.” Authentic shoe styles for every occasion is the Regal slogan.

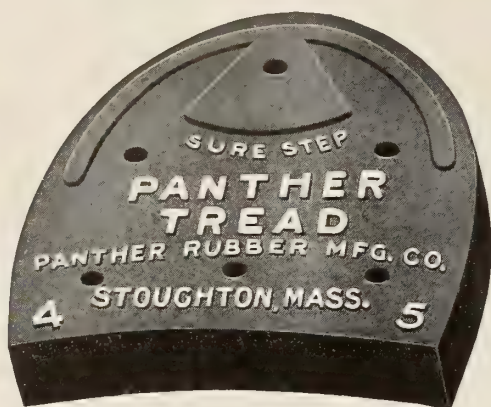
Latest catalogue, gladly sent on request.

Regal Shoe Company

Limited

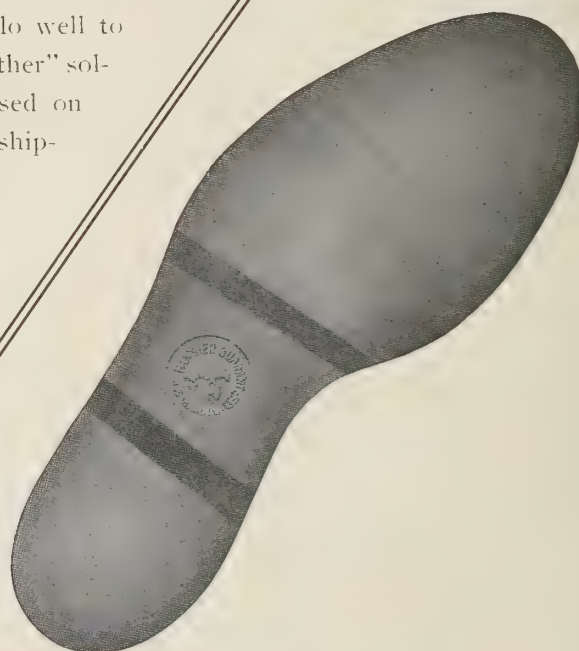
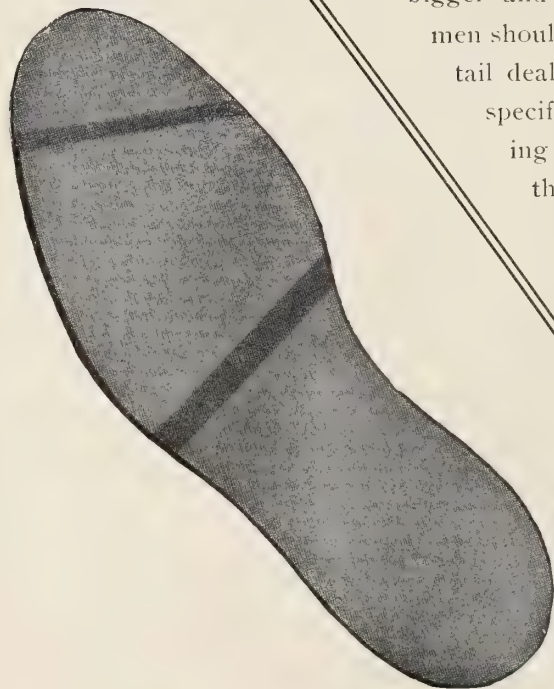
Office and Factory—472-474 Bathurst St., Toronto

*The Most Popular Shoe
in the World*



It Is A Secret

A carefully guarded secret Combination of fibre and rubber which makes Panther Soles. They are wear-resisting. They give the light, elastic footstep and outlast the best of leather. Panther Soles and Rubber Heels are "sure step" towards bigger and better business. Repair men should ask their Jobbers. Retail dealers would do well to specify that "Panther" soling must be used on their future shipments.



"PANTHER"

RUBBER CO., LIMITED

SHERBROOKE

- -

QUEBEC



OUR "SEA" BOOT

Stands the Test of Hard Wear



HIP, STORMKING OR SHORT

Our latest production in Men's Pure Gum Boots. Strictly high grade and constructed to give wear where wear is needed most.

The "SEA BOOT" is making a big "catch" among fishermen. Those who are looking for the very best quality in Rubber Boots find that the "SEA BOOT" gives the best satisfaction and service.

Write our nearest Branch for further particulars

Canadian Consolidated Rubber Co., Limited

Head Office - MONTREAL

Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver, and Victoria.



"In Good Society"
"PARIS"
 and
"PATRICIA"

**May
 We
 Show
 You
 Our
 1918
 Models**

?

Wherever wear as well as style is wanted you will find our "Paris," "Patricia" and "Metropolitan" Models. Selected Quality leather.

Perfect Style

Easy fitting and long wear are the inducements offered by these brands.

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

Branch—Metropolitan Shoe Co., 91 St. Paul St. E., Montreal Que.

Good Selling Lines of McKays

DON'T fail to see our new sample shoes. They delight the careful dresser and give every satisfaction as regards wearing quality.

Women's shoes in new and popular styles, colors and combinations.

Also a full range of Misses', Growing Girls' and Children's.

*They are Sure Shoes
Famous for Style
and Good Workmanship*

Confer with us on the matter. You will receive courteous attention.



We are always pleased to furnish information on Shoes.

Canadian Footwear Co.
Limited
MONTREAL

Salesroom : 44 St. Antoine St.

Factory : Pointe-Aux-Trembles

The Best of the Season's Offerings



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Our many years' experience in stocking Footwear for Canadian business has kept us in close touch with every section of the country. We can give you real service in connection with sorting orders as well as your regular stock.



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Dainty Mode—Royal—Bull Dog
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King Tennis—these are the brands
that will make your business the headquarters for
Rubbers.



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write for list*



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*Latest designs
for Men,
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Children in
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Boots, Slippers
etc.*

A GOOD trade will develop naturally for the dealer who handles Great West "Cold Proof" felts. This comfortable, warm, durable line of felt footwear is the recognized leader in the field.

The pronounced superiority of our goods is assured by the fact that we manufacture all of our own felt-stock and see that the product is of the highest grade.

Order next Fall requirements NOW and ensure delivery. Handled by all leading Jobbers.

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Great West Felt Co.
Limited
ELMIRA - ONTARIO



Have You Tried Them ?

A trial will convince you of their merits!
No other counter "JUST THE SAME."

BENNETT counters made "completely" from
TRADE MARK
our own fibre by special BENNETT process.
TRADE MARK
We put the wear into the fibre and our process moulds it into a water resisting yet flexible and comfortable counter.

The "*wear with comfort*" kind.

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KNOWN FROM COAST TO COAST

Our men are now out showing samples of “BOB LONG” MOCCASINS

THEY have blazed the trail for better Moccasin footwear. All waxed thread, hand sewn in Genuine Buckskin or Horsehide. Boys', Youths', Girls', Misses', Ladies' and Men's; also a nice line of Moccasin Slippers.

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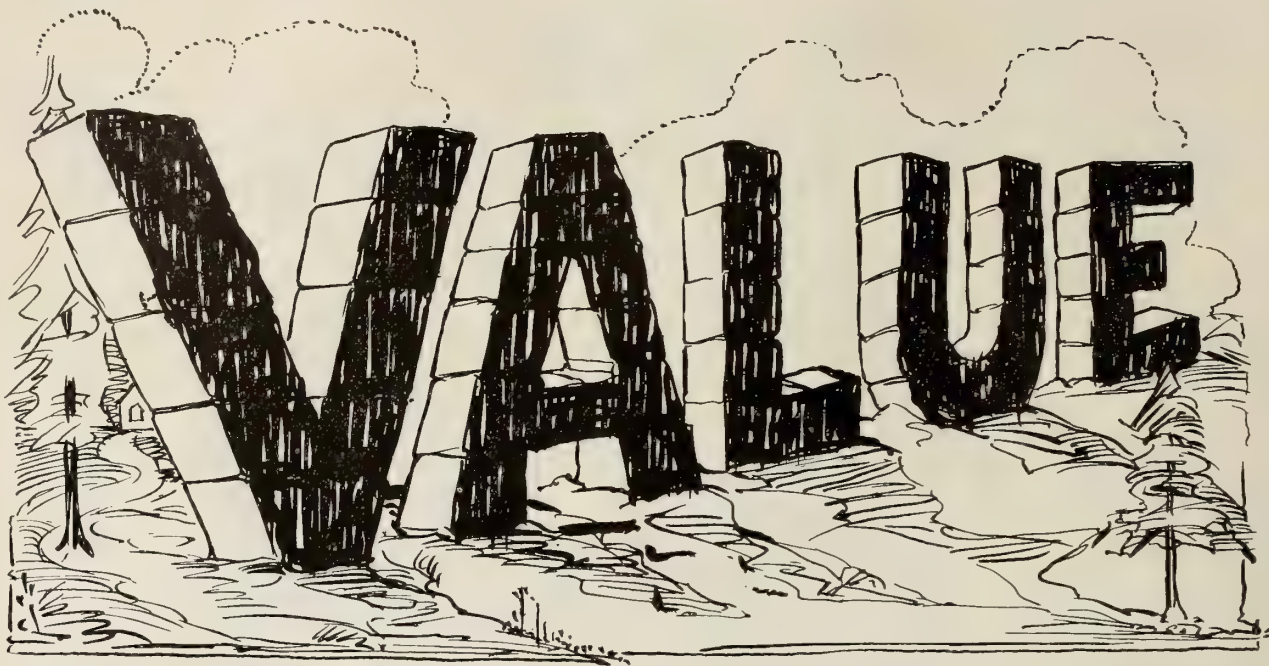


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The Final Function of Good Counters

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A360—Wos. Russia Calf 8½ inch Lace, 1¼ inch Cuban Heel, Welt, Bryn Mawr Last, A width, sizes 3½-8; B width, sizes 3-7; C and D widths, sizes 2½-8. . . . \$5.15

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You will also find many other splendid values in our Three Million Dollar stock of seasonable merchandise carried on the floor in Men's, Women's, Boys' and Girls' Good Shoes.

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A48—Wos. Gun Metal 8 inch Lace, 1¼ inch Cuban Heel, Welt, Co-Ed Last. B width, sizes 3-7; C and D widths, sizes 2½-8 \$4.15



Brown Shoe Company.

—MANUFACTURERS—

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JOBBER! Don't miss this line of Fine Footwear

**WOMEN'S LEATHER SHOES, MISSES',
CHILDREN'S and INFANTS' FOOTWEAR**

*All the
Popular
Styles*

Drop us a line

We offer you a line of superb footwear—made with that solidarity which will build for you good will and bigger business.

We use the best quality of materials, and offer Jobbers every facility to choose lines suitable for their trade.

We should be glad to show you samples and make you quotations. There is a splendid margin of profit.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

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The Patented Slippers

Daniel Green

Comfy

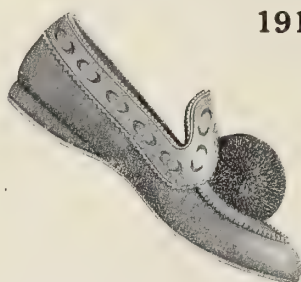
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Made on a Patented Process

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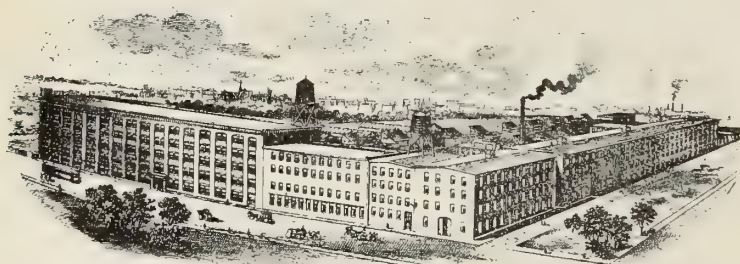
Comfy Felt Slippers for men, women and children

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Also felt shoes in many models. Send for catalog.

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Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

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Made by Essex Brush Co. Patent Brushes for all purposes. Reliable and economical.

THREAD

Made by the Globe Thread Co., Fall River. Write us for samples and prices.

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Ideal Backing Machine. Apex Backing Cement. Premier Backing Cement.

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During this period when much difficulty is met with in securing necessary goods, we are putting forth supreme effort to fill the wants of our customers.

We make the disappointments as few as it is humanly possible.

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**AMES
HOLDEN
McCREADY**
LIMITED

Dominion Rubber System Pension Fund



*Details of Pension Plan adopted by
Canadian Consolidated Rubber Co.
Limited, for its employees.*



1. NAME The name of the plan is Canadian Consolidated Rubber Co. Limited Pension Plan.

2. OBJECT After careful consideration of the subject and an examination of existing pension systems, the Company has adopted the following plan as the most liberal for employees who, by long and faithful service, have earned an honourable retirement.

3. DEFINITIONS a. In these regulations the word "Company" shall mean the Canadian Consolidated Rubber Co. Limited, or its successors.

b. "President" and "Board of Directors" shall mean the President and Board of Directors of the Company.

c. The word "Committee" shall mean the persons appointed by the Board of Directors to administer the Pension Plan in accordance with approved regulations.

d. The word "employees" shall mean those persons who receive a regular and stated compensation from the Company, other than a pension or a retainer.

e. The expression "term of employment" shall mean period of continuous employment in the service of the Company, or any company or companies subsidiary thereto, allied with, or predecessors of the Company, and shall include such employment whether commenced prior to the adoption of this plan or not.

f. The expression "continuous employment" shall mean service with the Company continuously without a break of any kind, except as due to leave of absence, sickness, injury, or necessary temporary lay-off on account of reduction of force or for any other reason, all such cases to be subject to the discretion of the Company; but when such absence exceeds six months in any twelve consecutive months it shall be deducted in computing the length of service. In any other case than such mentioned, if a person is re-employed after such a break in the continuity of this service, for the purposes of this pension plan he shall be considered as a new employee.

4. PENSION COMMITTEE a. There shall be a committee of not less than five nor more than seven, appointed by the Board of Directors to serve during its pleasure, which shall be called the Pension Committee. This Committee shall be charged with the administration of this plan.

b. The Committee shall have the specific powers elsewhere herein granted to it, or that may be granted to it from time to time by the Board of Directors. Exceptions to or deviations from the regulations so laid down shall in all cases be subject to the approval of the Executive Committee of the Board of Directors of the Company.

c. It shall determine conclusively for all parties all questions arising in the administration of this plan.

d. It shall adopt such by-laws and rules of procedure as it may find necessary, subject to the approval of the Board of Directors.

e. It shall be empowered to employ a secretary and such other assistants as may be required in the administration of the plan.

5. PENSION FUND The Company shall appropriate such sums of money from time to time as may be necessary in administering this plan, and no contributions will be required, or received from any employees of the Company.

6. ELIGIBILITY a. All employees of the Company engaged in any capacity whatsoever, and wherever located, are eligible to a pension as hereinafter stated.

b. All male employees who have reached the age of sixty-five years and whose term of employment has been twenty years or more, and all female employees who have reached the age of sixty and whose term of employment has been twenty years or more, may with the approval of the Pension Committee retire from active service, if they so desire and become eligible for pensions.

c. All male employees who have reached the age of sixty years and whose term of employment has been twenty years or more, and all female employees who have reached the age of fifty-five and whose term of employment has been twenty years or more, may at the discretion of the Pension Committee be retired from active service, and become eligible for pensions.

7. DISABILITY PENSIONS At the discretion of the Committee and with the approval of the Board of Directors, any employee who has become totally disabled as a result of sickness or injury, compensation for which may not otherwise have been provided, and whose term of employment has been fifteen years or more, may be retired from active service and granted a pension. If a pension is granted it shall be for such period as the Committee may determine, and if at any time during such period the employee recovers sufficiently to resume active service, the pension may be discontinued by action of the Committee. If the employee re-enters the service of the Company at the time such pension is discontinued he shall be eligible to a pension under these regulations, and the period of absence on disability pension shall be considered as a leave of absence and not a break in the continuity of the employee's service.

8. AMOUNT OF PENSIONS a. The annual amount of such pensions shall equal one per cent. of the average yearly wage for the ten years prior to retirement, multiplied by the number of years employed, but such pensions shall not be more than \$5,000.00 per year, nor less than \$240.00 per year.

For example, if an employee's average annual wage for ten years is \$1,000.00 and he has been in the service for thirty years, he would receive 1% of \$1,000.00 or \$10.00 multiplied by thirty, or \$300.00 per year or \$25.00 per month.

b. In case of special difficulty in determining with practical accuracy the average yearly wage for the ten years prior to retirement, the Committee may at its discretion take some smaller consecutive number of years for the purpose of determining a fair average yearly wage.

9. PAYMENT Pensions shall be paid to the pensioner personally on the first of each month from the date of retirement until the death of the employee, unless suspended for such reasons as are described in this

plan, and in case a male pensioned employee at the time of death is survived by a widow, or if either male or female pensioned employee is survived by minor children, the pensions shall be continued for three months after death, payable to the widow in the first instance and to the administrator or other legal representative of the minor children in the second case, to be applied as in the case of other property of the deceased, in the interest of the minor children.

10. GENERAL PROVISIONS a. Neither the action of the Board of Directors in establishing this Pension Plan or any action hereafter taken by the Board of Directors or the Pension Committee shall be construed as giving any officer or employee or agent of the Company the right of service, or any right to a pension; and the Company expressly reserves its right and privilege to discharge at any time any officer, employee or agent when the interests of the Company, in its judgment, may so require, without liability for any claim for a pension or other allowance other than salary or wages due and unpaid.

b. The Board of Directors may annul, alter, add to or amend in any way any and all of the provisions contained in this plan, or hereafter adopted by the Board of Directors in respect of this plan, and may at any time set aside any action taken by the Pension Committee.

c. The Company guarantees that, once a pension has accrued to a particular employee, it will continue such pension for the life of the particular employee and as specified with reference to widows and minor children; subject, however, to the provisions and conditions of the regulations laid down by the Board of Directors or the Pension Committee. It is understood that Section 10b given above shall not affect such guaranty.

d. Assignment of pensions under this plan will not be permitted or recognized.

e. Pensions may be suspended or terminated in the discretion of the Committee in cases of gross misconduct or of any conduct prejudicial to the interests of the Company.

f. Any retired employee may, by first obtaining the approval of the Committee, engage in any occupation or work which is not prejudicial to the interests of the Company. If any retired employee shall engage in any thing which in the judgment of the Committee is prejudicial to the interests of the Company, the payment of a pension to such retired employee may be suspended or discontinued.

g. Regular employment with this Company shall suspend the right of a retired employee to pension payment during the period he continues in such employment.

h. In case any pension shall be payable under the laws now in force, or hereafter enacted, of the Dominion of Canada or any Province thereof or any State or Country, to any employee of the Company under such laws, the excess only, if any, of the amount prescribed in this plan above the amount of such pension prescribed by law, shall be the pension payable under this plan.

11. TIME TO TAKE EFFECT This plan shall take effect January 1st, 1918.

Canadian Consolidated Rubber Co. Limited

Head Offices - - MONTREAL

FACTORIES AT MONTREAL, GRANBY, QUE., ST. JEROME, QUE., KITCHENER, ONT., ELMIRA, ONT., PT. DALHOUSIE, ONT.,
SERVICE BRANCHES AT HALIFAX, ST. JOHN, QUEBEC, OTTAWA, BELLEVILLE, TORONTO, HAMILTON,
BRANTFORD, LONDON, KITCHENER, NORTH BAY, FORT WILLIAM, WINNIPEG, REGINA,
SASKATOON, EDMONTON, CALGARY, LETHBRIDGE, VANCOUVER, VICTORIA.

Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.
THOMAS S. YOUNG, General Manager.

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NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
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LONDON, ENG. - - - - - 16 Regent Street S.W.

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Vol. 8 February, 1918 No. 2

The Country is Ready for "Daylight Saving" When the Dominion Government convenes it is greatly to be hoped that one of the first questions they will turn their attention to is "Day-light Saving" for the coming summer. There is no disputing the attitude of the vast majority of our population towards this matter—they want the clocks set ahead during five or six months of the summer and they want the practice to be universal, for the Dominion at least, and for the continent if possible. They were decidedly disappointed that no action was taken last year.

The arguments in favor of a universal application of this principle are too well known to require repetition, and in these "shortage" days have double force. The "day-light saving" plan will materially relieve the power situation, which is causing merchants in many localities considerable inconvenience, and will have a very direct effect in relieving the food shortage. An extra hour devoted to food production all over the continent every afternoon could easily be made the determining factor between scarcity and plenty, not only at home, but in England and France as well.

Retailers should work for this change and plan for

it in advance. Last minute decisions in favor of any reform are of little value in securing it. The change should be in effect just as early as possible. In a very short time most people will be losing an hour of good daylight in the mornings in bed, which may well be exchanged for an extra hour in the open air in the afternoon, added to an hour's saving of electric current at night.

There seems to be little doubt that the United States will pass such a bill at an early date to apply to the summer months, and it is greatly to be hoped that our Canadian government will also see the wisdom of the movement.

* * *

Exaggerated Statements

At the recent N.S.R.A. convention in Chicago the president, Mr. A. C. McGowin, denounced in

very emphatic terms the highly exaggerated statements in newspapers regarding the price of shoes. A woman reporter on a Chicago paper wrote that she had recently had to pay \$15.00 for a shoe which, before the war, sold for \$5.00. "That statement was a lie, and we all know it," said Mr. McGowin. "The same pair of shoes that cost \$5.00 before the war can be bought for \$8.00, and we all know that, too."

It seems incomprehensible just why the shoe business should be made the butt of fool writers for newspapers. Every other article of wearing apparel has advanced in like, or even greater, proportion. There was no great howl in the press when the fifteen cent collar went to twenty; the fifty cent tie to seventy-five, or the twenty-five dollar overcoat to thirty-five. If the newspapers must talk about shoes there are plenty of reliable shoemen in every city from whom they could easily get the correct facts before printing ridiculous statements.

Here is a sample of one of these editorials: "It is now predicted that shoes will take another jump in price, and if they go much higher there won't be many feet in them. Someone ought to start a fad next spring of going barefoot; it would be popular." And the writer finishes his article by saying: "Incidentally we would suggest an investigation into the practicability of wearing those wooden brogans the Dutch folks wear."

Sensible shoes are not prohibitive in price, neither is there any anticipated necessity of having to go barefooted or wear wooden shoes. If women choose to demand and pay for high-price creations it is their lookout and there is little use or sense in condemning the entire industry. Some motor-cars cost \$5,000—others are available at \$690 and give just as good service. The former is a little more powerful, has a little better finish and cuts a little more dash. It is built for the man who can pay the price. So far as we are aware there has been no howl in the daily press about having to go back to horse-drawn vehicles just because motor-cars are selling at four and five thous-

and dollars. There are plenty of reasonably priced cars for the man who wants one.

And so it is in the shoe trade, but some youngster on the editorial staff hears of a woman paying \$15 or \$18 for a pair of shoes and immediately starts to howl: "What are we coming to?" The retailer who finds this class of stuff in his paper should make it his duty to correct the editor to the end that nothing further of like nature will be printed. An item originating, let us say, in St. John, N.B., will travel entirely across the Dominion, appearing in perhaps twenty-five or thirty papers. This is caused by the "exchange" system in general use among all publishers: There are many editors, no doubt, who look upon the matter sensibly, but many others are alarmists and pessimists and it is high time for retailers to register a vigorous protest.

* * *

Don't Make Fun of Your Customers

One of the speakers at the recent convention of the National Shoe Retailers' Association told a story of an actual case in one of the big mail order houses where "two correspondents were laughing over the bunglesome statement of one of their customers in a letter. Just at that moment, unfortunately, or fortunately for the business, one of the owners came by and said, 'What are you laughing at?' The chap who held the letter showed it to him and said, 'We are laughing at this letter.' When he saw and realized that they were ridiculing one of his customers, he issued blanket orders then and there that never again should any employee of that house make any fun of a customer."

The speaker was talking at the moment of causes which led to the success of mail order houses, and, pointing the moral, added: "Take this into your own stores. Every one of us here has heard clerks tittering about the peculiarities of their customers. Let each one of them know that this business of selling is vital and that they must think of satisfying their customers and not of making fun of them."

* * *

Liability for Damage

In an effort to bring home to everybody a proper realization of the useless and appalling losses by fire sustained annually, the National Fire Protection Association, says Industrial Canada, is urging its members to induce persons injured by fire from the negligence of others to bring suit for damages under the common law. It has been the impression in some quarters that special legislation would be required in order to make this possible, but this is unnecessary, as, under existing Canadian laws, a person is actually liable for damages to the property of others arising through his negligence. If, for instance, the occupant of a building caused a fire on his premises by placing hot ashes in a wooden receptacle, and the fire spread to an adjoining building, the neighbor would undoubtedly be in a position to recover. It has been decided by

one of the higher courts in the United States that a fire caused by the negligence of any man, or his servants, is not "accidental" in such sense as to exonerate him from liability for injuries caused to others. Recourse to litigation has been avoided to a great extent in the past by the prompt payment of losses by the insurance companies. However, it is thought by the National Fire Protection Association that every case taken to the courts will have a salutary educative value and will serve to establish an hitherto unrecognized prerogative.

In view of the fact that disastrous fires have seemingly been increasing in number in Canada this move is undoubtedly along commendable lines. The principle of personal liability appears to be much older than that of insurance. One of the laws established by Moses reads as follows: "If fire break out and catch in thorns, so that the stacks of corn or the standing corn, or the field, be consumed therewith, he that kindleth the fire shall surely make restitution."

* * *

Matters That Might Have Been Discussed

At the recent convention of the National Shoe Retailers' Association some excellent resolutions were carried regarding such matters as the necessity for proper accounting systems, the proper performance of contracts, the conservation of raw material, and so on. There are one or two items, however, which, in the hurry of convention proceedings, appear to have been overlooked.

One of these is the reported "glut" of green hides being held by the large packing houses, in view of which it seems unnecessary to talk of the shortage of certain qualities of leather. When they were passing resolutions why not suggest that the Commercial Economy Board look into this situation? It is said that the tanners of the United States are working at about half capacity. Is it because the price of hides is prohibitive or because the tanners are themselves already stocked up with leathers produced at abnormal cost which must be disposed of before the prices can be lowered? These surely are matters of real interest to the shoe retailers who have to bear all the brunt of the resentment of the public.

Then again, one of the resolutions recommended "discontinuing the use of patent leather in other than dress shoes." It is at least an open question whether "patents" are not as economical both in raw material and in cost as other kinds of leather. As pointed out by one of the speakers at this convention, there are certain hides that are most economically manufactured into patent leather—would otherwise be useless for shoes at all—and surely this is true conservation. It is also pointed out that the art of "patent" manufacture is now so far developed that patent leather shoes are no longer luxuries, but staples. A few extracts from the paper on patent leather are reproduced elsewhere in this issue and make very instructive reading.

Big Attendance at Annual Convention of N. S. R. A.

Two Thousand Retailers from All Parts of the United States and Canada Listened to Many Highly Instructive Talks by Well-Informed Shoemen—
Conservation Requirements More Clearly Defined

THE annual convention of the National Shoe Retailers' Association, held in Chicago, January 7, 8, and 9, was conceded to be the greatest ever in size and importance. Fully two thousand retailers from all parts of the country attended and listened to inspiring and educative addresses by men who have made good in the business of shoe retailing. Reports by the president and secretary-treasurer outlined the importance of the work accomplished by the association during the past year and the value of organization. The secretary dealt with an enquiry received from a London, England, shoeman asking for guidance in organizing the retail trade over there. "They were not organized," the secretary told the members. "The manufacturers had the ear of the government. They standardized a shoe, put a price on the wholesale cost of it, on which they had a profit without any doubt, then put a retail price on that shoe and compelled every retailer in England to carry one-third of their stock of that shoe, and on every pair of shoes they sell over their counters they lose money. That same thing could be done to us if we were not to the front. That shows you the value of being organized."

John Slater Discusses Standardization

As chairman of the Conference Committee, John Slater, of New York, referred to a conference in New York at which the subject of standardization of lasts was discussed, saying that the subject is of great importance to retailers, inasmuch as it is only a short and logical step from standardized lasts to standardized shoes.

"Our government has been generous with other

great businesses when making or fixing a stated price for manufactured articles," said Mr. Slater, "and no doubt if it is necessary for the preservation and conservation of shoes and leather we must stand ready to assist in every way we can; and in doing this we must not be selfish nor must we be over-generous. In settling on the proportion of profit this body must be represented, so that we may not fall into the unfortunate condition of our brother retailers in England."

Enlarging on this topic, Mr. Slater declared that under the prices fixed in England for the retailer to buy and sell it was possible to make precisely four cents a pair under ideal conditions, with an actual loss the average probability.

Shoe Fitting Services Offered to the Government

The advisory committee recommended that shoe merchants offer their services to the government in the proper fitting of army shoes, the abuses of which, made public, have been such as to cause much comment and criticism of the manner and ways soldiers are now being fitted. It was felt that all patriotic shoemen would assist the government by offering the services of their most expert fitters.

The advisory board also recommended that the publicity committee, by a liberal publicity campaign, correct the erroneous statements printed in many national and local publications regarding the ridiculous wholesale prices and the exorbitant profits credited to the retailer of the standard army shoe.

After the routine business had been disposed of, many excellent talks were given, and several of these we are reproducing.

Personal Quality—An Object Lesson for Shoemen

By H. J. Buckley

The subject, "High Personal Quality," might sound like the text taken by some prominent preacher were it not for the fact that your chairman of the program committee was wise enough to qualify it in four distinct subdivisions—character, a necessity in successful shoe retailing; business ethics of the future; truth in advertising, and the elimination of unfair practices.

Quality of Service Counts

My conception of high personal quality is a service to the customer and not merchandise or the high character of the individual man in the business. To me the greatest merchant who typifies the highest personal quality, a man whom I had an opportunity of being associated with a good many years is Harry Gordon Selfridge, now the famous merchant of London, who was at one time the head of Marshall Field's, in Chicago. I had the honor of being associated with him for twelve years, and I know something of the inspiration as a merchant that he gives to his buyers and to his people. Under his guidance there was established

a service bureau or a follow-up system. Many merchants are decidedly lax in the treatment of their customers, and this fact was brought home to Marshall Field & Co. in a very concrete way by investigations made during Mr. Selfridge's management of that store. I want to read a clipping which makes the point that I am going to tell you about Marshall Field's absolutely clear.

Why Trade Shifts About

Why is it that customers switch from one store to another? If the merchant possesses the highest personal quality that I think he should possess he would number these facts. Best & Co., of New York City, the children outfitters, made an investigation some time ago, and here is the result. The average retail merchant doesn't have to be shown that the reason why one store gets the customers and the other doesn't lies in the difference in service rendered, and not altogether in merchandise and in price. Some buyers who are so involved in fractional difference in merchandise

values perhaps do not appreciate the tremendous importance of service to the customer, but the following table, which is the result of Best & Co.'s investigation, shows that of 198 reasons advanced by customers for changing their buying headquarters only one has to do with merchandise, while all the others deal with some branch of the store service or policy. The investigation expert wanted to know why people stopped buying at one store and went to another. He wrote a personal letter to a number of people asking why they changed, and received 198 replies. They were tabulated and the answers arranged in order:

Indifference of salesmen	47
Attempts at substitution	24
Errors	18
Tricky methods	18
Slow deliveries	17
Over-insistence of salesmen	16
Insolence of employees	16
Unnecessary delays in service	13
Tactless business policies	11
Bad arrangement of store	9
Ignorance of sales people concerning advertised goods ("now get that"—ignorance of sales people concern- ing advertised goods)	6
Refusal to exchange purchases	4
Poor quality of goods	1

An Object Lesson for Shoemen

I see in this investigation a real opportunity for the merchants to take an analysis of their own business and investigate it—get right to the heart of it and find out what the real trouble is with your own store.

In the first place, in large metropolitan cities, particularly Chicago, New York, Philadelphia, and other big cities, 99½ per cent. of all the purchases that are made in the downtown stores are delivered, only one-half of one per cent. being carried home by the customer. These figures obtained until the time of the war.

With this information in hand, Marshall Field & Co. inaugurated a follow-up system by checking their deliveries in certain of the best districts of Chicago, where it was found that the number of parcel deliveries in certain sections had fallen down in comparison to preceding months of a year or two before, with the result that we took, as a test, a fashionable resident section, checked it, and found that at house after house where we had sent goods back into January, we had made no deliveries in March, April, June, and so on; and, checking back for a period of six months, we went on the theory that, no matter who lived there, we ought to be selling them. It was not so much the occupants of the house, but, whoever the occupants were, they should be buying from us.

A Concrete Example

I will give you a concrete case—1912 Prairie Avenue. We found in checking back that we had made a delivery there on the 5th of February, and had not made another delivery of merchandise for eleven months. The credit department, like most credit departments in any institution, knew that name was on the books and hadn't purchased, but did not advise the sales organization or the advertising department. That account had been inactive for eleven months. We started a series of follow-up letters which bore the personal signature of Mr. Selfridge, as a test to the first one hundred customers in that district who had discontinued buying. A return stamped envelope was enclosed, and a reply came back from the woman in question which gave up the necessary information, and we made a satisfactory adjustment, which brought

her back as a customer. Within fourteen months the total purchases by that woman were \$3,800.50. I ask you, did it pay to make that adjustment? You know the answer—certainly it did.

Here's a bit of statistics that I want you to take home and apply in your business, and if I don't leave any other message with you to-day it will be worth while. Of all the customers who discontinue buying at your store 70 per cent. of them will quit cold and never complain; seven out of every ten will quit cold and never come back. The 30 per cent., or three out of every ten who kick and complain, are your real friends. They give you a chance to make an adjustment satisfactorily. Now, most of you don't realize that.

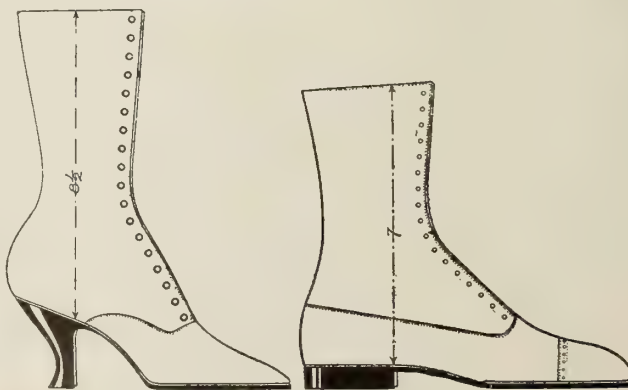
"The Customer Is Always Right"

When that customer kicks, and sometimes he may be wrong, go on this theory; go on the Marshall Field theory—right or wrong, the customer is right. Adopt this principle in your business, whether you are doing \$30,000 a year or \$3,000,000 a year, it can apply. You may get stung here and there occasionally, but it will be the best advertising cost you can put into your business. How are you going to get at these 70 per cent. who quit cold? How many of you can raise up your hands and say: 'I keep an active and inactive list of my customers, charge and cash, and I know why customers who have bought from me in years past have discontinued'?

Marshall Field & Co. at that time had 108,000 charge customers. They divide that into active and inactive. Get that now. Apply this to your business, active and inactive, and know why every one is inactive.

We divided this inactive list into classes. The people residing in the best sections of the city formed an elite list, about thirty classifications; policemen, mail carriers, conductors, motormen comprised another list; the skilled laborer—possibly fifty or sixty classifications in the entire list. Then on the high-class list we started an appeal of merchandise with letters.

Now, my theory in making adjustments is this: If you are going to give a customer an allowance, give it to her right off the bat. What more personal quality in service and store policy could you adopt than that? Don't argue with her. If you are going to advance some reasons, why don't you give her the allowance first? She'll do more talking than formerly; she'll be the best advertising you can possibly invest in.



Method of measuring height of tops, adopted by the trade in general at recent conventions.

System is Essential to Cost Knowledge

Valuable Alike to the Small Retailer and the Large—Proper Financing Methods are not so Costly as Generally Supposed—Average Costs of Doing Business Compiled by Reliable Authorities

By J. F. Bayley

A NOTED banker has recently stated that "the income tax laws will prove of actual service in forcing many business men to adopt better record and accounting systems."

I think there is a good deal of basis for this statement. Many business men need a better merchandising plan, and this brings me to an important question, which is really the subject of my talk. Do you boss your business or does your business boss you? From the tremendous mortality rate in business to-day, it would seem as if this bossing job were a difficult one and it is if you are running your business in a haphazard, guesswork style. Think of it! In an investigation that we made, we found in a typical city that 45 per cent. of 511 retailers who went into business during the period between 1886 and 1916, failed within five years after they opened their doors. Retailers are going to the wall every day, at the rate of 30 a day, because they are guessing.

The Little Fellow Needs System

I hear someone say, "That is all right for the big fellow, but my business is too small." How often has that statement been made to me? In refutation of it, I want to ask another question in return: Are the fundamentals, we will say, of mathematics for the use of the big fellow only? Because you have a small shoe store, does that mean that you can not use the fact that two times two makes four? No. The funda-

mentals are the same for the small business as they are for the large. When you speak of finance I think very often one conjures up in his mind a bronze wicket and a bank cashier and probably signing a note. As a matter of fact, financing your business means simply knowing your costs and having adequate records and running your business in a simple and effective way. In fact, that is the only way that you can permanently succeed.

Some Essential Records

Have you wondered at any time just how some of your styles were selling? If you have a merchandise stock ledger, you can tell exactly how your stock is selling and how it is going. You are able to see the actual value and the retail value of your goods, and see just whether your mark-up is right or not. Then, the purchase record; by simply registering your invoices on this sheet, you have an absolute running history of your purchases. What does this mean? It means that you can tell exactly what bills are paid, how much money you are going to need to pay the rest of them, and it also helps you to intelligently control your mark up.

Over-Buying an Avoidable Evil

One of the greatest dangers, as I have indicated, in retailing to-day, of course, is over-buying. In fact, I wonder what some of us in the retail business would do to-morrow if the war ended, we will say, to-day?

Important Resolutions Adopted by the National Shoe Retailers' Association

Among the resolutions adopted by the National Shoe Retailers' Association at their recent Chicago convention are the following:

Unfair Business Practices

(1) That the National Shoe Retailers' Association hereby pledges its whole support to effecting a permanent elimination of unfair practices in trade and promise that the advertising of its members will only contain truthful statements.

(2) That on the knowledge by any member of this Association of unfair practice or untruthful statements made by any retailer that he be reported and summary means taken to appraise the general trade of the fact.

(3) That we ask for the full co-operation of manufacturers and their associations in this matter so that the retailers of this country will be known for fair dealing and dignified competition.

Proper Accounting System

(1) That the members of the N. S. R. A. all install cost systems which will help to create and preserve net profits.

(2) That the secretary of the N. S. R. A. inform the members where to obtain the necessary aid in establishing such systems.

Conservation of Raw Material

The Association recommends:

(1) The use of shoe manufacturing of every form of material other than leather when such material may be used without prejudice and to the advantage of the consumer.

(2) The use of fabrics for tops of shoes, and for the shoes and slippers for indoor wear wherever possible.

(3) The encouragement of the use of low shoes instead of boots during the warmer months.

(4) The reduction of the number of styles and greater emphasis on the practical styles and leathers for out-of-door wear.

(5) Encouragement of the use of satin slippers for evening wear.

(6) Discontinuing the use of patent leather in other than dress shoes.

I think I can perhaps bring this point out by telling a story. A little girl rushed in to her father one day and said, "Papa, Papa, you know Willie's neck." "Yes, yes," he replied. "What about it?" "He has just fallen into the creek up to it."

There is many a merchant who has fallen into the creek of over-stock up to his neck and in fact almost to the point of drowning; but a merchandise buying plan will overcome this difficulty, too, because you can see from your previous year's sales and purchases just what you ought to purchase for the following year and it gives you a definite guide to your buying.

Records Show "Stickers"

Now what does this mean? It means that you will be able to tell what your customers don't like and what they do like. It will enable you to eliminate gradually at least styles which you see are not wanted, and it will also help you to analyze your field, which is an absolute necessity, and if you have analyzed your field, then you will be able to sell your people the goods which will net you the best profit and satisfy them most. Not only that, but it will enable you to mark down those stale, slow moving boxes of shoes on your shelves so that you can get rid of them, and in this connection your record of future orders will indicate to you at a moment's notice just what you have ordered away in advance, we will say, for next fall's trade. Now, supposing somebody comes along and wants you to add on another style. You can look at this record, gauge your purchases in that way so that you will not be tempted to buy a style and have that style on your hands, not be able to sell it and still have to pay for it, and so all down through all the rest of the machinery of the accounting department.

Good Accounting Not Costly

I think merchants have thought that the cost is all the way from \$250 to a thousand dollars to install an accounting system, but this expenditure is no longer necessary. In fact, if you would talk things over with your banker very often he will be able to suggest somebody who could put this in and perhaps take care of it for you if you haven't a bookkeeper that you employ on full time. In speaking of your banker, if you have an accounting system you are then in better shape to go to your bank. You can be proud of your records and it will help your credit standing with your banker.

Keep Track of Salesmen's Work

If you have accounting records, you will be able to keep daily track of just what your clerks are doing. When you go home to your stores go in from the standpoint of an outsider. Just try to think that you don't know anything about that store at all and see whether you would actually be impelled to buy from your own clerks. Try to see that they are giving creative selling and let them learn how to compliment the customers by showing them perhaps higher-priced goods in the right kind of way without making them buy. Now even if these customers expect to buy cheaper goods, they will appreciate this little touch of flattery. In fact, I think they are a good deal like the old maid, Margaret, that some of you may have heard about, who was reported to be engaged. A friend met her on the street one day and said, "Margaret, I hear you are going to be married, is that true?" "No," said Margaret. Then her face lighted up. "It isn't true, but I do thank God for the report."

Knowledge of Costs Vital

If you have an accounting system, you will know your costs, and if you ever needed to know them, you need to know them now. There is only one way to know them and that is to have an adequate accounting system. General costs are all right, but think how much better it is to have an accounting system which will show you just what each department is doing or how each style is going. To do this requires very little time and it can be done both in the small business and in the large.

Federal Overhead Figures

There may be some poor lines of shoes you have in your store, if you are not keeping segregated accounts, that may be weighing down a lot of other profitable lines. What should it cost you to do business yourself? What percentage of expenses should you have in proportion to your sales? Perhaps the figures of other stores will help you to see better what they should be and I am going to give you the figures of 32 retail shoe stores from which we have gotten the cost based on an investigation we made and also substantiated by the Federal Trade Commission and the Harvard Bureau of Research. Of course, you will understand that these figures will not apply absolutely right now under abnormal war conditions, but they were taken before we went into the war, and should be at least indicative of what you ought to be able to do under normal conditions. Here are the average costs of doing business of 32 retail stores. Rent, 3.21 per cent.; salaries, 10.51 per cent.; advertising, 1.65 per cent.; heat and light, 1.10 per cent.; delivery cost, .46 per cent.; supplies, .30 per cent.; insurance and



Women's vicj kid, 8 inch sport bal.—Imitation straight tip—
Getty & Scott, Limited, Galt, Ont.

taxes, 1.03 per cent.; general expense, 4.36 per cent.; depreciation and shrinkage, .50 per cent.; bad debts, .10 per cent.; making a total percentage of expense for sales of 23.22 per cent.

Service That Costs Nothing

Although there has been some talk about service, I want to add this one more word about service. Just now, of course, the tendency is, and rightly so, for every merchant to try to cut down everywhere possible on his expenses and on his service, unnecessary service, but I want to talk to you about the service that does not cost you any money. In other words, I

want to emphasize not this service that you have to spend money for, such as special deliveries, but the personal service that doesn't cost you a round cent. By that I mean the courtesy that has been spoken of, the "Thank you! Come again," and so on. It certainly is worth while, and you can emphasize it all the more now because you are cutting out some of the other service and if you know your costs and have adequate records, you are able to take time for a study of this service, to plan ahead, to reduce your credit losses, to eliminate slow selling styles, and to see the advantage of pleasing your customer, for you are not held down then by routine.

Requirements of U. S. Commercial Economy Board

Complete Standardization Looked Upon as Impracticable—Retailers Have it in Their Power to Considerably Influence Style Trend—Variety of Materials Essential

CANADIAN retailers, in common with retailers in the United States, are keenly interested in the position of the United States Government in regard to the shoe trade. The following extracts from a talk given by Henry S. Dennison, of the Commercial Economy Board, at the N. S. R. A. convention will, therefore, be of interest. He did not believe it practicable, or wise, to set a standard to-day going to the ultimate degree of conservation, but rather that conservation should increase as the needs indicate. Continuing, Mr. Dennison said:

For the spring of 1918 we ask a reduction in the number of styles offered and naturally the cutting out of the most wasteful styles. Now, one word in regard to the reduction in the number of styles. Possibly it is wholly due to my individual way of looking at it, that a variety of goods offered carries considerable benefit, that you find new goods by having a variety, and by having a freedom to make a variety, that if all we could make in any one line was one patent, the possibility of progress would be distinctly blocked. Now, just because this is true, and I believe thoroughly true, it does not mean that a riotous variety of styles is any the better. Too many styles are just as bad as too few. Our problem is to strike that difficult middle course, that middle course which is so difficult in every part of life, in civics and in morals. The middle course is what we must steer and it is a difficult thing to steer.

Style Reductions

Now, then, we have approached the question from the standpoint of to-day. We have so many styles. We say, in one case, 1,200 styles, offered by one manufacturer. We ask that they be reduced, don't say how much. First steps in the game have not been taken yet, so we can not know how much it would be wise to ask. In one particular instance it was reduced to 500 with splendid results, satisfactory to manufacturer, satisfactory to retailer, satisfactory to the Commercial Economy Board, as you imagine. Now, that reduction we continue to ask because it is perfectly clear that not yet have we reached the point where we may stop, where the good that lives in variety of style overbalances the evil. The evils are perfectly well known.

There is too much stuff on hand on the part of everybody from the tanner up. The amount of stock

carried, the amount of stock made up and salable, the amount of stock spoiling on your shelves will eat rather rapidly into the extra profits that you might make by inducing people to buy more goods than you ought to have.

In the fall of 1918 you will not feel any restriction on account of too few styles being offered, I think. And for the fall of 1918 we have made more specific the request to cut out extravagant styles, those which use material and labor extravagantly. We have made that request more specific, and I am here to ask your backing to the request. As retailers you are one of the major influences towards the success of the conservation program.

The Part of the Retailer

A manufacturer first has to deliver the goods, he has first to be approached because he must be ready weeks before, but as retailers your influence upon the manufacturers is tremendous. You can back up his men, you can repress your approval of his loyal service. On the other hand, you can make him decidedly uncomfortable, and as a matter of fact you can make him disloyal to the work.

You have a great influence as sellers as well as buyers. Your influence on the consuming public is materially greater than you may realize. Because you do not censor styles all alone by yourselves it has somewhat blinded you to the material effect which you have upon styles. Your choosing a limited line is an effect upon style to begin with, and from a limited line you offer a choice to the consuming public. Now, your emphasis in choosing that line is extremely important. You can place your emphasis upon serviceability rather than upon frivolity. You need not in any way, shape, or manner interfere with shoe attractiveness. You can have shoes as attractive in the broad, fine sense of the word as they have ever been. Beauty is pretty closely related to utility. Now, you can effect the styles enormously, and you can effect your share towards attractive serviceability.

Variety of Materials Essential

One question was mentioned on which I want to express a personal opinion. It is the variety of materials which probably must be used. You could not all go to certain upper leathers. The variety of fin-

ishes is more open to question but requires a close technical study. The variety of material is a question almost similar in its general nature to the variety of style. You must have a variety of materials to use up your available natural stocks—the sheep and the goats and the horses and the cows, and their sides and the tops and their shanks, and so forth. You must have enough variety to make full use of what you have. It is easy to get too much variety, to get variety for variety's sake, to get variety as an inducement to purchase. There is the point at which we must stop.

Shoemen of Montreal Organize Branch of the Retail Merchants' Association

AN Association of Retail Shoe Merchants has been formed in Montreal. It will be a branch of the Retail Merchants' Association of Canada, Inc., and is also a revival of an old section which, owing to certain causes, showed little activity. At a meeting held on January 16 it was decided to reorganize. The following retailers were present: Messrs. L. Adelstein, Geo. Gales, Fred McCann, A. Daoust, A. DeMontigny, Geo. Featherston, S. Bazar, J. H. Rousseau, J. E. Belisle, P. Robitaille and C. R. LaSalle.

Mr. J. A. Beudry was appointed chairman, and Mr. L. Adelstein acted as secretary. Mr. Beudry explained that he had been requested to convene a certain number of boot and shoe merchants of Montreal for the purpose of ascertaining if the time would be opportune, and if the boot and shoe merchants would be willing, to form an association. So many changes had taken place in the boot and shoe trade that some merchants had felt the need of an association. Everyone was familiar with the fact that the Government had undertaken to control and regulate certain necessities of life, such as food and clothing, that already a great deal of work had been done with regard to the control of food, and that eventually rules and regulations would also be adopted concerning the manufacture and distribution of boots and shoes. If the merchants wanted those rules and regulations to be fair to themselves as well as to the consuming public, they could not expect those that would be appointed by the Government to consult with each merchant individually, but they would rather seek the opinion expressed by the organized trade. Therefore, the time seemed to have come when the merchants should prepare for such an occurrence—should get together, study the market conditions and the best ways and means for eliminating waste in the distribution of merchandise, and also to suggest such rules and regulations as would establish fair competition between themselves.

After expressions of opinion favoring the formation of an association, the following resolution was adopted, on the motion of Mr. Gales, seconded by Mr. C. R. LaSalle:

"That the merchants present wish to express the opinion that it will be in the best interests of the boot and shoe trade to form a section of the Retail Merchants' Association of Canada, Inc., and we therefore pledge our support, and recommend to our fellow merchants to become members of this association."

A meeting is to be held every Wednesday, at 80 St. Denis Street, Montreal, at 8 o'clock p.m.

At a further meeting on Wednesday, January 23; the following were present: Messrs. M. L. Adelstein,

C. R. LaSalle, J. O. Gareau, S. E. Wygant, F. McCann, Lyon Hoffman, Geo. G. Gales, J. G. Watson, T. Dussault, J. P. Vinet, A. DeMontigny, J. T. Lemire, J. O. Boulgerice, Geo. Featherston, J. H. Brosseau, W. H. Stewart, E. Sansfacon, J. Sansfacon, A. E. Jones, J. Roston, M. Adelstein, A. E. Gadley, A. Yaphe, and S. Mendelsohn.

Mr. Wygant reported on the work done at the Convention of the National Shoe Retailers' Association of the United States, held at Chicago recently. He also referred to the campaign to lower the cost of living, in order to aid the allies, and in that connection spoke of the decision to reduce the number of shoe models and to make lower shoes so as to economize on leather and other material. He believed that the shoe retailers of Montreal would receive considerable benefit by organizing, and that it would be in the interest of both the consumer and the retailer.

The following committee was appointed to proceed with the organization work: Messrs. Geo. G. Gales, president; C. R. LaSalle, vice-president; S. E. Wygant, Louis Adelstein, J. T. Lemire, T. Dussault, W. H. Stewart, J. P. Vinet, and F. Taschereau.

Lower Prices Not Looked For

At an interview with a representative of "Footwear," Mr. Joseph Daoust, of Daoust, Lalonde & Co., Ltd., tanners and shoe manufacturers, of Montreal, stated: "The quotations on light hides are lower, while the heavy hides maintain their former price. In my opinion this drop in the price of light hides is only temporary, owing to the usual dullness among the tanners at this time of the year, which is between seasons with them. In a short while the shoe trade will be receiving their usual rush of business for Easter deliveries, and will be in the market for leather of all kinds. This in turn will force the tanners to buy hides, and I believe you will see light hides as high as ever. It must not be forgotten that it takes about six months from the time hides are bought to the time leather is made into shoes.

"It follows, therefore, that although hides are cheaper to-day, it will be some months before the shoe manufacturers will get cheaper leather (even if hides should remain at present prices), and will be able to lower the price of their productions. I do not look for any important reduction in the price of shoes, and retailers who expect lower prices will be disappointed."

White Patent Leather

White patent leather is one of the new creations in the art of tanning. It is being used by makers of stylish shoes for women, in boots, pumps and oxfords, to be worn by fashionable women who visit Palm Beach and other winter resorts; also for the popular trade when the good old summer time comes again.

White boots are made with patent vamps, and white buck or white kid tops. White oxfords have both vamps and quarters of white patent leather. White welting is used on all shoes of white patent leather. Heels are of white leather, in the military style, or, if of the Louis style, are covered with shiny white celluloid. The top lift of the heel, and the edge of the sole, are both in the natural finish. The leather is white all through, and its patent finish is fine and clear, and the grain of the leather may be observed beneath it.

Relation of Patent Leather to Conservation

Some Interesting Facts and Figures Presented Before the N. S. R. A. by Mr. C. Q. Adams of the Bristol Patent Leather Company, Boston

FEW of you, perhaps, realize the improvements that have been made in the manufacture of patent leather. For my part, I have been in the patent leather business ever since the present kind of leathers were first made and have watched with a great deal of interest the improvements, and I can say to you I believe in no other line has such rapid improvement been made. We have been able to produce such a satisfactory leather that we have lifted the patent leather shoe out of the line of luxury, or so-called fancy, shoes and put it in the line of staple shoes.

I believe you will agree with me that a patent leather shoe will retain its good appearance longer, and with less attention than shoes made from any other of the so-called light upper leathers. If we compare the cost to the wearer, I think it is self-evident that considering the cost of taking care of a dull leather, for instance in shines, that the average cost, per month, to a wearer of patent leather will not be higher, and as a matter of fact, less than shoes made from dull upper leather.

If we compare the cost to the retailer, as you all know, you can buy a patent leather shoe to-day as cheap as you can any other of the side upper leathers, and much cheaper than some.

It has come to my attention that various well-informed retailers over the country, in order to produce a shoe for next season that will give satisfaction to the

wearer, and which they can sell at a reasonable price, are looking forward to featuring a shoe especially for women with a patent leather vamp and a cloth top, or a top made from some cheap mat leather.

Use of Economical Materials

As you all know, we make a diversified line of leathers in this country. While some of the various finishes were invented or perfected for the purpose of creating something new or to get some new business, in the majority of cases all of these new finishes that have been put upon the market have been brought forward by the tanners in order to more economically use some particular class of hide which had not been economically used before.

Let's for a moment consider the economic use of a so-called stream cow-hide. The tanner in assorting his hides to go into the process will take the hides of the better and cleaner grain and put them in the dull colors and various others of the so-called grain leathers.

The process of buffing the grain is merely proper for patent leathers because we restore the wearing surface, but it would not be a proper way to handle dull leathers and colored leathers because immediately the shoes made from that kind of leather are worn, that snuffed grain would begin to stand up like the quills on a porcupine, and it would make an unsatisfactory and unsightly shoe.

Tanners Must Place Low-Grade Skins

Now all these leathers are a part of the tanner's general scheme of production. Should we, for instance, eliminate the patent leathers from this general scheme, we could not use those poor skins to advantage. We could not get as large a return for that particular kind of hides; therefore, in order to make a profit on the entire run of hides, as a whole, we would naturally be obliged to increase the price of the other leathers made, such as the dulls and the colors. There is also one thing that should be considered in this connection, and that is that the tanners have a large investment in their japanning plants. Now, should they not be allowed to continue the manufacture of patent leather, the overhead capital invested in these japanning plants must necessarily fall on the overhead expense of the other tanners where the other kinds of leather is made, and that you see automatically increases the cost of the other kind.

Now let us look a moment at the situation purely from the hide standpoint. There are in the country to-day large quantities of hides, notably southern, quoted to-day at 17c and can be bought for less, as against the price of 22c for first quality hides, first class southern hides.

Now these hides, to be used to advantage, will have to be used probably from 60 to 75 per cent. in patents. If we cannot be allowed to use these southern hides, which are all right with the exception of the grain in patent leathers, we cannot use those hides to advantage at all. So naturally we must turn to the better qualities of hides and the burden of the pur-



Women's gun metal, 8 inch sport bal—imitation wing tip—fancy tip punch—Getty & Scott, Limited, Galt, Ont.

chase coming on those hides automatically will increase the price. There are certain runs of hides, also, being used for army work, on which there is only a reasonable percentage fit for army work. After the hides suitable are selected considerable percentage must be used in other kinds of leather, and of these other kinds, patent leathers play a considerable part. It is manifestly evident that if we cannot use the rejects from the army work in the various kinds for which they are best suited, that the burden of increased cost must fall upon the army work, and that we cannot allow.

Allow me to quote you the comparative prices of the different kinds of light upper leather made from

extreme hides to-day. It would be manifestly unfair to quote you the price on patent leather of one tanner and the price on dull leather of another tanner, and the price on colored leather from still another tanner, because owing to the different character of hides used, such prices would not be comparable; therefore, I am going to quote you the prices of one of the large tanneries making a great many different kinds. These are the average selling prices, not the high or the low—the average run of the grain: Army grain, 48c; tan army grain, 44c; colored imitation duck, 65c; white imitation buck, 44c; colors, 45c; dulls, 43c; patents, 43c. From this you will see that patent leather is as low as any of the prices and lower than most of them.

The Process of Manufacturing Leather Board

Method Known as Early as 1845—Biggest Item of Cost is Machinery—Utilization of Waste Formerly Burned Under Boilers in Shoe Factories

By Mr. Frank E. Norton, President, Bennett, Ltd., Montreal.



Mr. Frank E. Norton.

LEATHERBOARD was first introduced to the shoe trade in the United States about 1860, by George E. Davis & Company, of Lawrence, Mass., who had a small mill located on the Spicket River. Mr. Joseph Carroll, who was associated with them, being in charge of the manufacturing, was an expert paper maker, and came from England, where, in a little bookbinder's board-mill near Gloucestershire, he had learned the art of making leatherboard from skivings of leather and fibre stock as early as 1845.

Their product was a shank board and a kind of veneering board. The shank board was used then for boot and plow shoe shanks only, and the veneering board was used for slippers, in and around Haverhill, Mass. There was little, if any, attempt made to manufacture shoe counter board until about 1870, when there were several mills in Massachusetts and Maine starting operations.

Previous to 1860, and until a short time ago, there was a straw board used extensively for shoe fillers. From 1870 to 1890, there had been several attempts made to utilize grain or sole leather scraps, but it was found that the light equipment that was in use at that time was not adapted for such hard and heavy work. Not until 1895, at Milton, N.H., was any progress made to use this waste that was burned under the boilers of most every shoe factory. At Milton experiments were made with heavy type machinery built along original lines which proved successful, and since that time there has been a steady progress in the development of methods and machinery, due to the application of the sciences of chemistry and engineering. Efficiency has been instilled into the art of making leatherboard and to-day in most mills the board is made along scientific lines, and not by the sense of touch, as formerly.

Different Classifications

There are several kinds and qualities of board that still retain the name of leatherboard, but should be

classed as straw, paper or pulp board. The real leatherboard, better known to the shoe trade as heel board, contains the largest percentage of leather. No doubt there are a great many people in the shoe trade and its allied lines, who have no idea how heel board is manufactured, and, this article will endeavor to explain as clearly as possible in a concise way the process the writer has used in its manufacture, without giving technical terms or going into detail regarding the especially designed machinery which he has perfected for this special purpose.

The leather goes through three general processes which we will endeavor to describe in their order:—Heating or fiberizing of stock; the wet machine or fibre laying process; and drying process.

The scrap leather is first removed from bags and screened over a fine mesh wire screen to remove all foreign matter, such as dirt, tacks, block chips, etc. It is then placed in trucks, a certain quantity in each truck, determined by weight, as each truck is weighed carefully by the beater tender. Each batch must contain the same number of pounds before it is put into the beater, where the scrap leather is mixed with water and cellulose. This beater is a large tank in which the leather and the other ingredients are beaten from ten to twelve hours. The beater is a heavy type machine that has 42 large dull steel knives which weigh about four to five tons and require sixty to seventy horse-power to operate it. These knives are placed on the outer edge of a large roll which can be raised or lowered and it agitates the stock in the beater, causing it to take a circular motion. The leather, after a certain time, softens, and the action of the dull knives whipping it against the bed plate, loosens the fibre. As the knives are gradually lowered until very little clearance is given at the bottom, the leather is reduced to a pulp and each individual fibre is separated. We endeavor to do it without crushing or breaking these fibres, as the longer the fibre is, the better the quality of the board.

After the leather is reduced to a fine pulp a valve is opened in the bottom of the beater which allows the leather pulp to flow into a large tank into what is termed a "refining engine" on the floor above. This refining engine is a cone-shaped machine containing

Does this Explain the Leather Situation?

A report from Washington states that a charge of the hoarding of hides by meat packers has been made by the Federal Trade Commission. The Commission reported that the quantity of hides stored by the "Big Five" Chicago packers—Armour, Swift, Morris, Cudahy and Wilson—increased forty-five per cent. during 1916 and the first half of 1917. These five concerns were declared to be the "chief factors" in the hide market. While they had on hand January 31, 1916, a total of 88,033,193 pounds of hides, the amount had increased to 127,694,160 pounds on July 31, 1917.

Stocks held by the smaller packers showed an even more striking increase, amounting to 82 per cent. in the same period, although the total was only 20,086,102 pounds July 31, 1917.

hundreds of small steel knives and requires approximately 100 horse-power to operate it. In passing through the refining engine all lumps, not fiberized in the beater, are refined and the pulp flows by gravity back to the floor below into another large tank. These tanks vary in size, some being as long as 30 feet and from 12 to 15 feet high. This completes the first operation, known as "beating" or "fiberizing" of stock.

The Second Operation

The "wet machine" process consists of pumping this fiberized leather from a tank in the basement to a specially designed box which is part of a "wet machine." The wet machine consists of a water box and a large felt endless belt which passes over several rollers in the following manner. The belt is made to pass around a large wire pulley so as to cause the felt belt to be submerged in a water tank. It then passes along a horizontal line to the front of the machine over a wooden pulley and back to the rear of the machine to the wet tank again.

In this water box in the rear is pumped the fiberized leather, and a paddle wheel agitates the leather in the water which separates the fibres and allows them to flow lengthwise on the cylinder mould, where it is taken by the endless felt belt revolving on this roll and passes along in a horizontal direction to the front of the machine. The felt passing between two heavy rolls, causes the fibre to leave the belt and adhere to the top roll, where the sheet is formed. When it reaches a desired thickness, the machine tender cuts it off from the roll with a brass awl. He then places each sheet taken off the machine on trucks, and when he has approximately thirty inches of board it is taken to the drying room. This completes the second process.

The Drying Process

When the wet sheets reach the drying room each sheet is laid upon a german silver wire rack. German silver is used so as not to rust the board. These racks, which are piled twenty high, are then wheeled into a drying compartment, where they remain for twenty-four hours. In this length of time the stock is only about two-thirds dry—forced drying would make it brittle. The best results are obtained by only drying out the surplus moisture in the drying compartment. The sheets are then removed from the dryer and each sheet is hung up on a hook to air-dry.

This process takes from thirty to thirty-six hours, according to the thickness of the board and atmospheric conditions. When the board is thoroughly dry it is taken down from the hooks and put in a press for twenty-four hours before finishing. The finishing consists of passing each sheet through heavy calender rolls. It is then calipered for thickness and inspected for quality before being stamped and tied into bundles for shipment. This is the final process in the manufacture of scrap leather into heel board.

From the time the leather is put into the beater until it leaves as finished product, requires a minimum of sixty-six continuous hours. There is also a shrinkage of nearly 50 per cent. in the manufacture of leather into heel-board. This is due to the fact that in tanning leathers in order to preserve and give proper wearing qualities, the tanners must necessarily fill the leather with substances to prevent its being porous. As we fiberize the stock, all of these tanning ingredients are lost, as leatherboard consists entirely of leather fibres. You will realize also that the biggest cost in its manufacture is the power, as every machine connected with its manufacture is of heavy duty type.

Further Orders for Army Boots

The Canadian Government has given out further orders for Canadian army boots and army boots based on the British trench boot. The orders for the former have gone to: Scott-Chamberlain & Co., London, Ont., 25,000 pairs; Plessisville Shoe & Leather Co., Plessisville, P.Q., 25,000; Regal Shoe Co., Toronto, 10,000; Brandon Shoe Co., Brantford, Ont., 10,000; while orders for another 30,000 pairs are to be given out later. The successful tenderers for the British model were: Legace and Lepinay, Quebec; Ames-Holden-McCready, Montreal; Brandon Shoe Co., Brantford; J. A. & M. Cote, St. Hyacinthe, P.Q., 20,000 pairs each; Aylmer Shoe Co., Aylmer, Ont., and J. Leckie & Co., Vancouver, 10,000 pairs each. The latter firm has declined the contract. The price for the British boot is understood to range from \$5.35 to \$5.50 a pair. The specifications for the British model call for a lock-stitch in place of the chain stitch used on the Canadian boot, and there is stated to be a scarcity of the proper thread. A new last has also to be made. Standard screw and Goodyear welt are combined in the boot, necessitating a double set of machines.

Foot Appliances Selling in Fort William

The Scholl foot appliance specialists recently had an interesting exhibition and demonstration of their goods in Fort William and it is evident that good results are being obtained from specializing in this line. Of course, it is not Dr. Scholl's contention that many of the foot ills of mankind cannot be avoided, or corrected, in considerable measure, by the careful fitting of properly constructed shoes if this policy is followed consistently, but one must deal with conditions as they are and there is no doubt of the value of these appliances as an auxiliary to the most skilful shoe fitter's best efforts.

A merchant in a small town, who owned an automobile, advertised that on stormy days he would call for any of his customers who desired to make a purchase. This, he found, materially offset the rainy-day falling off in trade.

Manufacturers Review Trade Conditions

**Remote Possibility of Standard Shoes—Lighter Leather Must be Used for Men's Shoes
—One Hundred Per Cent. Advance in Leather Prices in One Year**

THE annual convention of the National Boot and Shoe Manufacturers' Association was held in New York on January 15 and 16. The president in his review of trade conditions throughout the year stated that in no year since the organization of their association had there been so many perplexing problems for business men. "The influence of the war," he said, "is paramount to all other influences. It has prevented imports of desirable hides and skins; it has caused a diminution in exports of leather and an almost total loss of exports of shoes. It has eliminated the demand for extreme fashions in footwear and novelties in leathers, styles and patterns; it has spread the gospel of economy throughout the land and caused the purchase of plainer and more substantial shoes and made the cobbler an important figure in the shoemaking world.

"High prices of leather and labor, taxes, transportation charges, and every expense connected with production and distribution of footwear have contributed to increased costs and to curtailment of volume of business.

All Heavy Leather Required for Army Shoes

"The demand for certain heavy leathers for soles and uppers in army and navy shoes absorbs the entire production of the tanneries. Such leathers in civilian shoes will not be a question of price, but of supply.

"Lighter leathers in men's shoes for ordinary wear must be used in order to conserve the supply and keep shoes at reasonable prices.

"Manufacturers are intensely interested in stabilizing prices; standardizing production; abolishing waste and making use of any means to provide the best fitting, the best wearing and best looking footwear for their own people and the other peoples of the world. Every practical economy must be adopted, every suggestion for utilization of new material or better use of old must be considered. Old methods should be thrown in the scrap heap if better plans are presented. The renaissance of industry is here.

"Between January, 1916, and January, 1917, stand-

ard leathers advanced in price over 100 per cent. In January, 1918, we find the same leathers selling for slightly less than a year ago, with the exception of heavy leathers, which have advanced slightly. The price of shoes was never based upon the top price for leather, and the decline in price that has taken place since January, 1917, will just about equalize the prices that were taken as the basis for cost at that time, leaving the increased cost of labor, taxes, transportation and other expenses to be figured as additional cost since then.

"There are leathers, mostly in low grades and light weights, that can be worked into shoes to supply the demand for cheap footwear, and there is no doubt that with the economies in material and manufacture that have been tested out during the past year the needs of customers can be satisfactorily supplied.

"Outside of war orders it is doubtful if the shoe manufacturing business of the country will show in pairs more than 65 per cent. of normal during the last six months, and the prospect for 1918 is not much better. There is bound to be a scarcity of raw material followed by a scarcity of finished goods, particularly in staple lines. The difficulties of transportation and shortage of labor will make it harder to deliver goods than to get orders. The demand of civilians for footwear will be secondary, as the needs of the army and navy will come first and the leathers required for government uses will leave lighter weights and poorer selections only for those who are not in the service.

Remote Possibility of Standard Shoes

"The action of England and France in providing for standard war shoes for the civilian population may not be put into effect here for the reason that our supplies of material not suitable for government purposes and for the finer grades, together with our facilities for manufacture, will make competition keen for business on these lines, and as low prices will be made as actual cost will warrant. Price control and regulation of profits through investigation and taxation will do more to hold down the cost of shoes than will government regulation of specifications and prices."

Market Supply and Future Prices of Leather

By J. W. Craddock

ONE of several interesting subjects discussed at the recent convention of shoe manufacturers in New York, was that of the market supply and future prices for men's and women's shoes.

Mr. J. W. Craddock, of the Craddock-Terry Company, of Lynchburg, Va., said that the whole situation so revolves around the central question of the volume that manufacturers are going to be called upon to produce that it seemed almost unnecessary to analyze the situation further, but briefly reviewed the various kinds of leather involved in the manufacture of women's shoes.

The Calfskin Market

Calfskins at this time are rather weak and in plentiful supply, and yet the lighter weights are undoubtedly being absorbed freely. The stock of Russia skins is, of course, being fairly rapidly consumed, and apparently there is no more immediately in sight from this source, and yet there is nothing to indicate much, if any, change from present conditions.

Side Leather Market Noticeably Weak

The side leather market is noticeably weaker. Tanners will undoubtedly be able to get what may seem

Will Assist Retailers

The following resolution was passed at the recent annual convention of the National Boot and Shoe Manufacturers' Association, held in New York:

Resolved, that the manufacturers and their salesmen, in the interest of good business, use their influence and direct their efforts to curtail the buying by retailers of unprofitable sizes and widths, and encourage the use by retailers of safety-line size sheets, and urge upon the retailers every approved method of increasing their stock efficiency and accounting.

like excessive profits on fancy colored Nubucks, etc., but staple leathers will be weak in price and plentiful in supply.

The glazed kid situation is more puzzling owing to the uncertainty of the demand and the distance of the primary markets for raw stock. The price of good grades of fancy colored kid cannot help being short in supply and high in price. The price of black and staple browns, etc., will, under present conditions, undoubtedly remain on a fairly even basis, with some variations due to the local situation of the individual tanner.

The Mat Cabretta Market

The mat cabretta situation is somewhat the same as glazed kid. We had the scenes laid a long time for an actual shortage, but the use of cloth for tops and the ability to substitute on occasions mat side, mat horse, etc., together with the fact that very little saving was possible in connection with glazed kid, has so far prevented the shortage. Undoubtedly, however, there is no large quantity of this leather on hand.

Sheepskins have been and still are on a fairly even keel with a tendency for tanners to name lower prices on accumulations of cheaper grades.

Government a Factor in Holding Prices

Undoubtedly the hand of the government, while perhaps not particularly apparent, is exercising more or less control over the situation. I believe that the tanners have been given to understand that any attempt to exact more than a fair profit will result in the complete withdrawal of export licenses. While this export business is not very large at present, it is much prized by the tanners.

Leather Markets on Fairly Even Keel

My conclusions are that the prices of leather for women's shoes will remain on a fairly even keel, and that any heavy purchases, even in weak spots, are unnecessary, and, therefore, unwise and almost, I was going to say, unpatriotic."

Appeal to Shoemen to Remedy Foot Troubles

Foot Neglect and Improper Fitting the Cause of Deplorable Havoc—Physical Examination of Recruits for Army Service Reveals Large Percentage of Foot Ailments

ONE of the most important physical requirements of a soldier is freedom from foot troubles, and if this is a factor of such importance in the army, is it not equally as important in our civilian life? There can be no getting around the argument that a man is not at his best if his feet cause him annoyance or pain. He need not necessarily have flat foot, bunions, corns or callouses—it may be that his feet are only perpetually tired, caused by the wrong type of shoe. The man who is subject to the more serious complaints is, of course, in a still worse position. The physical examination necessary for each applicant to the army has shown us, as we have never realized it before, the deplorable havoc caused by foot neglect—either on the part of one or all of the wearer, the retailer or the manufacturer. It might be argued that the onus of blame is on the wearer, in that he doesn't take more care in securing well-fitting shoes; but the retailer is also frequently open to censure, because he is not always as careful as he might be to sell the proper last, size and width—possibly, often, because the man is a "cheap" customer and the profit small, but more often because the customer demands style rather than comfort. In the third place we might assume that a percentage of manufacturers have, in a mad race to keep abreast of "style," neglected to keep their product along reasonably standard and well-fitting lines.

However, the retailer and the manufacturer have the opportunity of correcting, in considerable measure, this general flaw in an otherwise physically "fit" na-

tion. It is a deeply patriotic work and well worthy of their consideration. This is scarcely the time for a propaganda for ultra-stylish footwear in view of the urgency mainly of conserving both our national resources and our physical man and woman power. There is much to commend in the attitude of the Boot & Shoe Recorder which has just launched a forty-weeks' campaign under the slogan: "Better Feet for American Men in War and Peace," and which is calculated to impress upon every manufacturer and retailer that his duty in making and selling men's shoes is to seriously correct lasts and fitting to the end that the men of America may stand on better feet. From some of the Recorder's initial propaganda, we quote the following:

A War Surgeon's Findings

"The civilian comes to us with his feet encased until the muscles and tissues have atrophied and the shapely lines turned into unsightly deformity. It now may be emphatically asserted that a foot soldier marches on his none too good feet and is no better than his

A satisfied customer is your best advertisement, but it's not the only advertisement, and life is too short to waste time waiting for the "satisfied customer" to get around to everybody you want to reach. It pays to advertise in other ways.

weakest foot. When footsore he falls out of line, he then becomes a burden, his stamina has gone and he has no fight in him. For this the shoemaker is largely responsible. There has never been a greater handicap inflicted upon the pedestrian or marcher than the famous or rather infamous "toothpick" shoe, which was thrown upon the public in 1898 and falsely deemed beautiful. Hardly a day passes but what the orthopedist sees the damaging results of this fad. The soldier's foot from the military standpoint is one of the most important parts of his anatomy."

This severe arraignment of the shoeman has not more than 20 per cent. justification, for in the final analysis the customer himself is in 80 cases out of 100 insistent that his shoes be fitted tight and narrow, and fitted according to his eye rather than his pedal anatomy.

What Men Ought to Have

Men themselves, through false ideas of foot appearance, have insisted on type of footwear entirely unsuited to their feet and dangerous to their health and ability to shoulder a gun or work in the arts of peace.

"Give the public what it wants," has been too long a fetish with all merchants of all line of apparel. It has taken a Council of National Defense and a Food Administrator to point the way "to giving the public what it ought to have." The wonderful co-operation of the public when it has been shown the way is the marvel of the ages. It is with this in mind that we embark on a foot-efficiency mission, feeling sure that every merchant and manufacturer having the interest of American manhood in mind will rally to the call for "Better feet for American men."

How many men out of a war company of two hundred and fifty would you say had feet without corns, bunions, hammer toes, flabby arches and malformations? Just seven!

The test is but one of thousands. It was made at Fort Meyer. More men have been refused admission into our army and navy by reason of foot trouble than from any other deformity.

We don't want to paint the picture any blacker than it actually is, but we just give the results of one inspection:

Number of men inspected	30,359
Number wearing shoes indicated by foot measurement as correct	5,417
Number wearing shoes one-half size too small	6,906
Number wearing shoes a size or more too small	14,429
Number wearing shoes too large	3,511
Among the foot troubles found were the following:	
Corns	21,586
Toes jammed and crowded	18,106
Bunions	1,481
Toes over-riding	2,145
Hallux Valgus	8,751
Ingrowing toenails	8,654
Hammer toes	1,204
Callosities	5,227

Is there a responsibility resting on the manufacturing and merchandising branches of the trade to the men of America?

Is there any basis of truth in what has been said as to the responsibility for foot inefficiency?

Is there a growing sense of "It is up to me to do my part" in the correction of foot troubles among men?

Answer the questions yourself.

Publicity

WHAT magic wand unlocks your doors,
And moves the "stickers" from your floors;
Injects new life in dying stores?
Publicity.

What power makes mankind stop and think,
Makes hidden socks disgorge their "chink?"
The mighty force of printer's ink,
Publicity.

What brought "His Master's Voice" to you,
Caused you to try a "Regal" shoe;
Or call for "Spearmint" gum to chew?
Publicity.

What made a "Packard" known to fame,
Made "Ivory Soap" a household name;
Showed "Mazda" like a torch aflame?
Publicity.

What made a "Steinway" gain renown,
Placed "Heinz" in many homes in town;
Brought "Ford" success (a victor's crown)?
Publicity.

And many more that we could name,
Now lodged within the Halls of Fame,
Attained their place by this self-same-
Publicity.

A splendid stock may grace your floor—
That draws no buyers to your store,
To land the "kale;" add one thing more—
Publicity.

The Day of the "Fitter"

Foot cranks have been in goodly number these past years and withal classified as harmless individuals. The man who has had a passion for proper fitting has been often termed the dub of the sales force. But, be he an exponent of stiff shank or flexible shank, of broad toe or high toe, his belief has been better than that of the man who sold shoes "to get the money quickly—the devil with the fit."

Effeminacy of footwear must pass from the classes of men who are to do the big things in life. The lady-like shoes for the passive men, and there are millions—but real footwear and real fitting for real men.

Foot Fatigue and Efficiency

We must study foot fatigue as it bears on man's efficiency. The tennis player with a swollen bunion and the iron moulder with a hammer toe is a poorer all-day worker than the wood carver who has lost both legs. The foot is second in the anatomical scale—the stomach first—and yet to look at the feet of thousands of men in any cantonment is to cry aloud "Where, oh where, is there hope for mankind with such foot binding."

If every foot could be fitted without stockings the real condition of the feet of American men would have long been corrected.

Bootmaker: "Well Captain, I'm glad to see you back; and 'ow did you find the last pair of boots I made you?"

Captain, (an exchanged prisoner from Germany):
"The best I ever tasted."

Rannard No. 2 Store Wiped Out in Serious Winnipeg Fire

THE disastrous fire which completely destroyed the Enderton Block at the corner of Hargrave Street and Portage Avenue, Winnipeg, on January 11, wiped out the No. 2 store of Rannard Shoe Limited, their loss amounting to approximately \$100,000. The photograph herewith was taken while the fire was still raging and shows the Rannard store at the corner. It had a depth of 120 feet and a width of 20 and 44 feet, being an "L" shape. It was handsomely furnished and carried a very high-class stock of footwear for men, women and children. Rannard Shoe Limited had occupied the premises since



The burning of the Enderton Block, Winnipeg.

the building was built and opened on January 3, 1910. The window fixtures and electroliers were appropriate for a first class shoe store, carpets covered the entire floor with the Rannard name interwoven. These, together with all other fixtures, were entirely lost, including one of the latest International Cash Registers, which took care of 16 salesmen. The value of the fixtures would run twelve or thirteen thousand dollars. Unfortunately, the firm, considering it good business to write them off according to the length of their lease, only carried an insurance of \$3,500. It is understood that the firm carried \$63,300 insurance on stock. After the fire was put out some salvage was gathered which they hope to sell to the best advantage and thus reduce their loss as much as possible.

Mr. C. F. Rannard, the president, states that the firm have already leased a temporary store not very far from the burned location, and which they expect to open March 1st, as the spring stock now going through the factories will give them a complete range of up-to-date styles so that they will be able to take care of their customers with satisfaction. For whatever is required further, it is Mr. Rannard's intention to go East as soon as possible, paying a visit to manufacturers who have offered their assistance in every way possible.

Mr. Rannard had achieved a wonderful success in building up No. 2 store business during the eight years, and it is a question if any exclusive shoe business in Canada enjoyed a larger turnover than this store,

which was commented on frequently by the shoe trade and by manufacturers. The officers of the company are as follows:—C. F. Rannard, president and managing director; A. B. Rannard, vice-president, business manager of No. 1 and 3 stores; R. F. Eadie, secretary-treasurer, business manager of No. 2 store; J. Waddington, director, sales manager No. 1 store; M. A. Cafferky, director, sales manager No. 2 store; J. C. Thomson, sales manager No. 3 store.

Rochester Styles Placed Before Retailers

THE Rochester Shoe Style Show, held by the manufacturers of Rochester and vicinity, which closed Saturday, January 12, was considered to be a very successful event in the annals of the Rochester shoe industry. Hundreds of buyers from various parts of the country registered at headquarters and many substantial orders were placed. The live model exhibits attracted big crowds each night. Twelve models were used and these paraded on a raised platform in the centre of the large ballroom at Powers Hotel.

The most prominent novelty was brown patent leather, which has been beautifully combined with light shades of brown cloth and kid in various patterns of lace boots. The same leather was featured in plain pumps and promises to be a strong seller this summer. Gray patent leather was also noted, but did not seem to command the same attention. Fabric uppers, military heels, more composition soles and more lace styles were noticed. Button boots did not seem to arouse very much enthusiasm. Nine-inch tops were in the forefront. A seven-inch boot, shown as a "Hooverized" style, was received with impressive silence, indicating quite clearly that it is not acceptable just yet.

Lace oxfords were numerous in many smart styles worked out in dark brown leathers, with military heels. Many heavy walking boots were shown in tan calf on round toe lasts and it is generally believed that women entering business walks of life created by war conditions will insist on good service boots of strong construction.

Mr. A. D. Thornton Honored

At a meeting of the Rubber Association of America, representing all the rubber industries of the United States and Canada, held at the Waldorf-Astoria, New York, on the 7th inst., A. D. Thornton, a director of the Canadian Consolidated Rubber Company, Limited, was elected a member of the Board of Directors for the current year. Mr. Thornton has the distinction of being the first Canadian to receive this honor and his election is a fitting recognition of the rubber industry of Canada.

Forty Below in the Twin Cities

The Twin Cities of Fort William and Port Arthur are being served with the genuine old fashioned brand of winter; plenty of snow and steady cold temperatures ranging between zero and forty below. The result is that shoemen have had a big sale for moccasins, snowshoes, skating shoes and overshoes, so, after all, there's truth in the old saying: "'tis an ill wind that blows nobody good."

Toronto Repairers' Banquet, March 6th

Proposal to take in returned soldiers to learn the trade—
Some notes on awls and needles



ON January 10 the Toronto Shoe Repairers' Association held their first meeting for the year, with H. K. Hayward, the newly elected president, in the chair. The attendance was good, as usual, and, after routine business, songs were rendered by F. Smallwood, S. Mason, W. Burnill and others. The matter of issuing a special line of shoe polishes under the name of the Association is still under consideration, and reports will be submitted at an early date. It has been suggested that all members of the Association be furnished with a small button with the emblem of the Association on it to wear on their coats. The matter of prices and designs will be enquired into by the Executive. Delivery service was discussed and many of the members reported that they have abolished it. If customers want their jobs sent for and returned they are charged 10 cents extra to cover carfare for the messenger. Other members reported that they have eliminated the practice of sending and delivering altogether, while a few limit the accommodation to within two or three blocks of their stores. The great difficulty at the present time is, of course, that of securing competent help.

The Annual Banquet

The annual banquet of the Association will be held on Wednesday, March 6, at Young's restaurant, corner Yonge and Queen Streets. Tickets will be \$2.00 each. An interesting program is being prepared, embracing the best available local talent, and the affair promises to be a "hummer" from start to finish.

The matter of vocational training for soldiers in shoe repairing has been discussed by the Association and a committee appointed to secure information relative to the proposal to have the returned men serve a year in repair shops to learn the trade. The members of the Association are quite willing to co-operate in every way. The returned men would receive their regular allowance from the Government while serving their apprenticeship.

Waterproof and as Hard as Rawhide

If a customer requests you to waterproof his soles, the following suggestion, by Shoe Repair Shop, may be of value:

There is a method of waterproofing soles and heels, and this is very advantageous, as it also prevents them from getting soft and having the appearance of being water-soaked, when worn in wet and sloppy weather—a condition which causes them to wear down very easily. Boil the sole and heel in linseed oil for about fifteen or twenty minutes before fitting them up and

attaching to the shoe. Not only will they become waterproof, but also, they will get almost as hard as rawhide, and will give more wear.

Awls and Needles of Outsole Stitching Machines

THE awl is the most important part of an outsole stitching machine, and it is commonly conceded that the best operators know a great deal about the proper shaping of the awl according to the work in hand. With a well-shaped awl a poor operator will have less chance of spoiling the work. A writer in the "Shoe Repairer" gives some interesting pointers on this subject. A short bevel awl, he says, sharp as a razor, will feed more positively than a long bevel awl, and the stitches will be distinct and better set on the welt. Such an awl will be suitable for a fibre sole, where a positive feed is so important.

The main objection to a short bevel awl is the extra force required for penetrating through sole leather, which is liable to cause the jumping up of the shoe in the machine. That objection with a fibre sole does not exist. In order to properly shape an awl, a hand vise is necessary to hold the awl firmly against the edge of the machine table or bench, during the shaping operation with a fine file, and the best available file is the kind to use for that purpose.

But the round awl for stitching fibre soles would seem to be the best, as the edge of the perforation will close in better around the thread and the stitches will not appear different than when stitched with a square awl. The old-time awl used for pegging was of round shape and the engaging end was larger than the shank of the awl, so that very little friction existed and the awl was easily extracted from the sole.

Awls should be kept in oil while kept in stock, as



LOOK THEM OVER CAREFULLY

and see if you can find anything more perfect than our shoe repairing. Every stitch even soles and heels, just like those on shoes that have never been worn. Once you test our handiwork you'll realize how needless it is to buy new shoes so often. Our repair work doubles the durability of footwear.

Electric Shoe Repair Shop
S. GOODMAN, Proprietor
279 Raglan Street
Next Door Temperance Hall Block

If

By Rudyard Kipling

IF YOU can keep your head when all about you
Are losing theirs and blaming it on you;
If you can trust yourself when all men doubt you,
But make allowance for their doubting too;
If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,
Or being hated don't give way to hating,
And yet don't look too good, nor talk too wise;

If you can dream—and not make dreams your master;
If you can think—and not make thoughts your aim,
If you can meet with Triumph and Disaster
And treat those two imposters just the same;
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build 'em up with worn-out tools;

If you can make one heap of all your winnings
And risk it on one turn of pitch-and toss,
And lose, and start again at your beginnings
And never breathe a word about your loss;
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: "Hold on!"

If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And—which is more—you'll be a Man, my son!

the least bit of rust on the awl or needle will cause it to work hard and the operator will note the vibration of the shoe, as every time the awl goes through the stock the rusty spot will tend to lift up the shoe. Oil should be applied to the awl and needle during the operation and the oil applied so often to the needle guide is sufficient to keep the needle clean and free of sticky matter. Very little oil is needed, as oil and rubber, and for that matter leather, do not go well together.

With the round awl be sure that the beveled portion is very smooth, and a fine stone should be used after filing. The best stone is made from petrified wood and that is the kind best adapted to the purpose, although there are artificial stones entirely suitable and that cost much less than the so-called wood stone.

The centre of the awl wire should be the point and that should be the case as long as the awl is used, so that a needle and awl tester should be used to see whether or not the centre of the wire comes in the centre of the groove of the tester. Then there is the relative setting of the awl and the needle. Some operators claim that to set very near to each other will bring about a smooth operation, free from vibration and needle breaking, as the needle then follows the awl and enters the centre of the perforation in the sole, provided that the point of the round awl or the cutting edge of the square awl is at the centre of the wire, as already stated. But some operators have been noted for setting the awl over and on to the needle point, so that both came in contact, and this setting of the awl and needle against each other is especially valuable when stitching through extra heavy leather soles or through fibre soles, as the needle then will positively

follow the awl, and this is equally true with straight needles as with curved needles.

The List is Growing

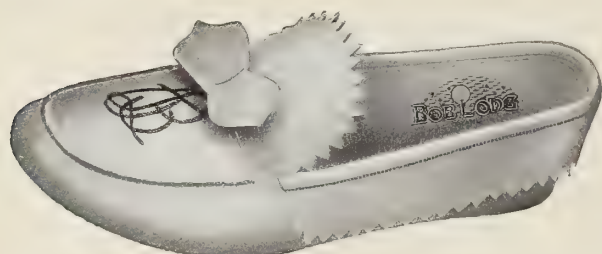
AS the strength of an army is judged largely by the quantity and quality of its armament, so must the success of the shoe repairing industry rest largely upon the extent and quality of its equipment. Keeping abreast of the times is just as necessary for the shoe repairer as in any other line of endeavor. That this is realized by a very large number of repairmen is quite evident by the recent installations of modern machinery. It also indicates a very healthy condition of business. The United Shoe Machinery Company of Canada have just announced the following installations in progressive repair shops:

J. Zampano, 982 Dovercourt Road, Toronto, 22 ft. Goodyear shoe repair outfit, Model N.; Elie Forman, 102 Milton St., Montreal, 12 ft. shoe repair outfit, Model N.; Reliable Shoe Repair, 802 Bloor Street West, Toronto, Goodyear rapid outsole lockstitch machine for repair work; G. W. Clark, 207 Twelfth Ave. West, Calgary, 22 ft. Goodyear shoe repair outfit, Model N.; D. Sauro, 1295 Ontario Street East, Montreal, skate sharpening machine; Federation Shoe Store, Stellarton, N.S., skate sharpening machine; Silvio Gizzi, 1 Erie Ave., Niagara Falls, Ont., 6 ft. shoe repair outfit, Model P.; Thomas McGuffin, 251 Pope Ave., Toronto, 22 ft. Goodyear shoe repair outfit, Model N.; S. Zadziarski, 108 Main Street, St. John, N.B., skate sharpening machine; C. J. Le-Blanc, 1385 Victoria Road, Sydney, N.S.; skate sharpening machine; R. Yffe, 163 DeCourcelles Street, Montreal, 8½ ft. shoe repair outfit, Model P.; J. W. McDougall, Archimedes St., New Glasgow, N.S., skate sharpening machine; Alfred Bizzarro, 495a Ontario St. East, Montreal, skate sharpening machine; Geo. Fex, 208 King St., Brockville, Ont., 22 ft. Goodyear shoe repair outfit, Model N.; G. Verdone, 1021 Mount Royal Ave. East, Montreal, 6 ft. shoe repair outfit, Model P.; K. Kocky, 137a Notre Dame St., Lachine, skate sharpening machine; Augusto Bellucci, 128 Park Ave., Montreal, 18 ft. Goodyear shoe repair outfit, Model N.; Z. Enchin, 401 Roncesvalles Ave., Toronto, skate sharpening machine; A. Snedden, 211 Danforth Ave., Toronto, skate sharpening machine; Superior Shoe Repair, 55 Queen St. South, Kitchener, Ont., skate sharpening machine; Joseph Duchene, 98 Forsyth Street, Montreal, skate sharpening machine; S. Froment, 3152 St. Lawrence Boulevard, Montreal, skate sharpening machine; Onesime Trottier, St. Tite, P.Q., 18 ft. shoe repair outfit, Model N.; W. J. Milling, Toronto, skate sharpening machine; J. E. Naud, Turgeon Street, St. Therese de Blainville, P.Q., 8 ft. shoe repair outfit, Model N.; Hugo Werry, Estevan, Sask., sewing machine, Model S., for repair work; United Quick Shoe Repair Co., 41 St. Catherine St. W., Montreal, skate sharpening machine; W. Swall, Kenora, Ont., skate sharpening machine; A. R. Wilton, 133 York Street, Hamilton, skate sharpening machine; R. Suskai, Port Arthur, Ont., 8 ft. shoe repair outfit, Model N.; Geo. D. Creese, 804 Victoria Road, Sydney, N.S., 8 ft. shoe repair outfit, Model N.; O. Paquin, St. Johns, P.Q., 18 ft. shoe repair outfit, Model N.; F. J. Landry, Fredericton, N.B., skate sharpening machine; F. G. Comeau and Son, Lower Saulnierville, N.S., 8½ ft. shoe repair outfit, Model P.; G. Dagistino, 1407 Gerard St. E., Toronto, 12 ft. Goodyear shoe repair outfit, Model P.; Fernie Shoe Hospital, Fernie, B.C., skate sharpening machine; Practical Shoe Repair, 667 Queen St. W., Toronto, 22 ft. Goodyear shoe repair outfit, Model N.; A. Davis, Collingwood, Ont., 6 ft. shoe repair outfit, Model P.; General Garage, New Hamburg, Ont., skate sharpening machine; E. Bolduc, Ville Lauson, P.Q., skate sharpening machine; N. Maggiorino, 3100 Clarke St., Montreal, skate sharpening machine; M. Budziak, 155 Kent Street, Ottawa, 6 ft. shoe repair outfit, Model P.; T. M. Carpino, Sudbury, Ont., skate sharpening machine; W. R. Murray, 3 Riddle Street, Woodstock, Ont., Goodyear outsole repair lockstitch machine; A. Enchin, Guelph, Ont., skate sharpening machine; Windsor Quick Shoe Repair, 178 Windsor Street, Montreal, 12 ft. Goodyear shoe repair outfit, Model P.; V. Francisco, 539 Rachel St. E., Montreal, skate sharpening machine; Modern Shoe Repair, King Street, Cobourg, Ont., 22 ft. Goodyear

shoe repair outfit, Model N.; Boston Shoe Repairing Co., 564 Barrington Street, Halifax, skate sharpening machine; 6. Cramourski, Capreol, Ont., 8 ft. shoe repair outfit, Model N.; L. Bloomenfeld, 387 Victoria Ave., Westmount, skate sharpening machine; Maple Leaf Shoe Repair Co., 11th Ave., Regina, Sask., skate sharpening machine; L. DeMarco, Main Street, Seaforth, Ont., 18 ft. Goodyear shoe repair outfit, Model N.; I. Bullivant, Medicine Hat, Alta., skate sharpening machine; St. Viateur Shoe Hospital, 195 St. Viateur St., Montreal, skate sharpening machine; J. T. Walters, 103 Shuter Street, Toronto, skate sharpening machine; Truro Shoe Repairing Factory, Commercial Street, Truro, N.S., skate sharpening machine; R. F. Britton, 587 Main Street, St. John, N.B., 12 ft. Goodyear shoe repair outfit, Model P.; Mary A. Kennedy, 466 Market Street, Woodstock, Ont., Goodyear rapid outsole lockstitch machine for repair work; A. H. Laverdure, 523 Lagauchetiere Street, Montreal, 8½ ft. shoe repair outfit, Model P.; Max Baron, 1227 Van Horne Ave., Montreal, skate sharpening machine; V. Dudlud, St. Anne de Bellevue, P.Q., 18 ft. Goodyear shoe repair outfit, Model N.; C. H. Watt, Amherst, N.S., skate sharpening machine; Stollery and Boozey, St. Thomas, Ont., McKay sewing machine, Model 3, for repair work; D. Wade, 520 Ward Street, Nelson, B.C., skate sharpening machine; Norris Shoe Co., 43 Durham Street, Sudbury, Ont., 22 ft. Goodyear shoe repair outfit, Model N.

Bob Long Travellers Out

The travellers for R. G. Long & Company are now out with a complete range of mocassins, leather gloves, warehouse coats and wannigans. All the "Bob Long"



The new Bob Long moccasin slipper.

footwear lines can be secured now from nearly every wholesale shoe house in Canada. The company have recently added a nice line of moccasin slippers with decorated toes.

1918 Shoe Factory Directory

The American Shoemaking Directory for 1918, published by the American Shoemaking Publishing Company, of Boston, is being distributed to the trade. It contains an accurate and complete list of all the shoe manufacturers in the United States and Canada. This year there have been added over one hundred new firms and fully this number have been eliminated from the previous list. Names, addresses, kinds of shoes made, superintendents and buyers, output of firms in plain figures are all given, as well as the days and hours for seeing salesmen. Additional features are a new series of accurate railroad maps showing the location of shoe factory towns. There has been so many changes during the last year that it is important that everyone in the trade have one of these new books because valuable time will be wasted chasing up firms out of business if old lists are relied on.

The P. T. Gendron Shoepack Company, of Midland, Ont., have changed the name of their company to the Copeland Shoepack Company of Midland. No change in the personnel of the company is involved. Mr. A. E. Copeland is the sole owner. The company

recently added to their extensive line of shoepacks a new river drivers' boot, which will undoubtedly become as popular as their other well-known lines.

Death of Mr. Frederick Clarke

The shoe and leather trades learned with sorrow of the recent death of Mr. Frederick Clarke, president of Clarke and Clarke, Limited, leather manufacturers, Toronto. Mr. Clarke was the third son of the late John Clarke, who established the business in Peterboro, Ont., in 1852, and has himself been closely identified with the business for nearly forty years. When incorporation as a joint stock company was obtained in 1899 under the style of Clarke & Clarke, Limited, Mr. F. G. Clarke was elected president and has retained that office up to the time of his death. He was an active member of the Canadian Manufacturers' Association, and the Board of Trade of Toronto.

Mr. Clarke had crossed to Europe many times in the interests of the business and motored extensively in England and America. At the time of his death he was on his way with his wife to spend the winter in Florida, but was taken ill unexpectedly in Baltimore and passed away there a few days later. He is survived by two sons, both of whom are serving with the Canadian forces overseas.

Mr. F. M. Morgan Retiring

Mr. F. M. Morgan, manager of the Winnipeg branch of Ames-Holden-McCready, Limited, has resigned. Mr. Morgan was one of the oldest employees of the company, having been connected with the organization for about thirty-two years. He was formerly a traveller and later manager of the Edmonton branch. Although Mr. Morgan had been attending to his duties regularly he had not been in very good health for some time and will take a much needed rest before making any plans for the future.

Mr. E. P. Hall, formerly manager of the Edmonton branch, succeeds Mr. Morgan at Winnipeg and Mr. N. M. Lynn, who has been head salesman at the Winnipeg branch for a number of years, will be manager of the Edmonton branch.

Good Business in Machinery

P. B. Wallace & Son, 186 Adelaide Street West, Toronto, report that the following shoe repair men have placed orders for finishing machines made by the Progressive Shoe Machinery Company, of Milwaukee:—G. A. Carle, Tillsonburg; M. Veneranda, Peterboro; L. Livingston, Midland; K. Hickey, Peterboro; A. Ander, 67 Barton Street East, Hamilton; G. G. Ellis, 123 Herkimer Street West, Hamilton; I. Slobodsky, St. Clair Avenue, Toronto, and B. Westlake, Cobourg.

Wilman & Tebbs, who operate the East End Shoe Repair, 662 King Street East, Hamilton, have installed a No. 12 Landis stitcher; G. A. Carle, Tillsonburg, is installing a No. 8 Landis stitcher; B. Westlake, Cobourg, a No. 8 Landis stitcher. E. Nantais & Son, Walkerville, are also putting in a No. 8 Landis stitcher, and E. O. Benson, of Oshawa, one of the same make.

Wallace & Son have also placed rough rounders with the following shoe repairers:—G. L. Hodgson, Mount Dennis; J. & J. Clarke, Galt, and H. L. Hol-Brooke, Toronto.

The salesman with a toothache has a fair chance of recovery—there's a dentist around the corner. But the salesman with a grouch has an ingrowing pestilence.

Small Stores Must Give Service

"Retailers who are doing business in the outlying districts find it difficult to compete with the departmental stores," said the proprietor of a store in Montreal. "Women especially have the idea that we are dearer, and that by shopping in the down-town districts they get the advantage not only of a larger selection, but of cheaper prices. While it is true that the departmental stores carry more lines than most of us in the suburbs are able to do, I am certain that, on a comparison of values, it will be found that we are offering as good values, and sometimes better values, than the departmental stores. An instance of this came under my notice recently. A woman came into my store and enquired for a certain line of shoes; I happened to have this in stock, and asked \$7 for the goods. She complained that the price was too high, and as I was getting a reasonable profit only, I declined to lower the quotation—result, no sale. By a pure accident, I afterwards learned that the woman purchased the same line in a departmental store and paid \$2 more than I had asked. She was evidently influenced by the notion that she would be better served in a large store than in a small one, and paid a stiff price for that idea.

"While suburban retailers do not carry such extensive stocks as the departmental stores, they make up for this by giving better service. We have a personal interest in our business, which naturally is an incentive to do the best for our customers. We want sales, but if we desire to retain customers we must do something more than merely exchange the goods on our shelves for dollars and cents. That is, we must sell goods which are reliable and suitable, advising purchasers to the best of our ability. They may not always take the advice, as some customers will insist on buying shoes which are, for instance, low in price, and which therefore cannot be expected to possess wearing qualities. It is only by giving service that we can overcome the prejudice in favor of the departmental store."

Be Loyal to the Home Town

It is interesting to note that many of the daily newspapers in the smaller cities and towns are taking up the cudgel against the mail order business. From the Penetanguishene "Herald" we clip the following:

"Did you carry home from the post-office on Tuesday a catalogue from a — mail order house? If you did you are guilty of disloyalty to your home town. The penalty for buying from alien enemies is severe. The mail order houses are enemies of your town. Did you ever consider this? Why do you continue to knock your home town? You are quite willing to undergo some hardships to help your country in order to be loyal; then why not be loyal to your town, which is much nearer to you than your country? Why not look at the matter in a common-sense way? Being loyal to your town will make a better town and a more prosper-

ous town. Your property will be more valuable and your taxes lower; you will enjoy better streets and sidewalks; and many other advantages. Is it not worth while? Do not consider that your little bit will not make any difference. It does make a difference, for your dollar added to your neighbors' dollars make many dollars.

"Remember this when you again want to send out for goods. Don't be a traitor to your home town. Don't wear the look of shame when you carry your catalogue home and again when you receive your parcel. Some women we know are so ashamed of the idea of sending to mail order houses that they will send in another woman's name.

"Be loyal! Don't be a traitor!"

If I Were a Shoe Dealer

And catered to the better class of trade, I would put in a glove department, carrying gloves to match my shoes. Nowadays, with women's shoes being made in such a variety of styles, weights, and colors, it is almost a day's task to get gloves to match the new boots. Often it is quite impossible.

I would always combine the two in my window displays, and from time to time would offer a few combinations in dressy, informal, or street wear at special prices. This would be a special feature in all my advertising, and would help in getting my store known as the glove and shoe shop, reminding my patrons that a person well gloved and well shod is usually well dressed, and assuring them that my gloves and shoes were made for each other.—System.

Try the Bargain Counter

"My advice to every merchant," said a retailer the other day, "is to put in a bargain counter somewhere in the store. It pays because it works off dead stock and stickers; it is good for dull seasons; it enlivens business because it satisfies the cry for cut prices; it makes quick profits because the goods will go quick; it attracts people who have other things to buy; it has no come-backs—the customer buys on his own judgment; it shows that you are keeping things moving; it will sell goods out of season; it will force sales and is a good advertisement."

Shoe Repairing is Popular

A glance at the work being brought into repair shops is sufficient evidence that many people are wearing their shoes to the last ditch, and a little further. "Some of the boots are so far gone," a Toronto repairer recently stated, "that I am unable to make a decent looking job out of them at all and the difficulty of handling them is enough to try the temper of a saint." Like the boys at the front, however, repairers should "carry on" to the best of their ability and be glad, at least, that their business is one of the most prosperous of the day.

About the only place where enthusiasm is not essential in a salesman is selling hack-saws in a jail.

Vancouver Shoemen Report Brisk Trade

THE Edward Stark Shoe Co., Ltd., at 566 Granville Street, Vancouver, reports a very successful year for 1917. The holiday trade was the best ever experienced by this store, and to show their confidence in the future they have taken in a large and up-to-date stock. Manager C. B. Stanford gave it as his opinion that there will be a good demand from women for bright colored lace boots for spring. Grey and brown are and will continue in demand. Mr. Stanford finds also that there is an increasing demand for low-heeled boots. In men's shoes, dark and medium brown of good snappy lasts are in demand.

Steady Increase

Mr. Cornett, of Cornett Bros., 56 Hastings Street West, states that "There has been a steady increase in business during the past year in my line. I find that there is rarely any extra increase at holiday seasons, but nevertheless the month of December was the best we have experienced in many years, notwithstanding the steady rise of cost."

Good Business in New Store

The Goodwin Shoe Store, which has lately moved into new and more commodious quarters at 125 Hastings Street East, experienced the best month of its career in December, in spite of conscription and the fact that this store sells only men's and boy's shoes. The men remaining are buying more freely, Mr. Goodwin suggests, because they are receiving higher wages. Black, dark and medium brown are in demand—these with recede toes. In the colored shoes the fibre sole is popular, but customers are usually willing to go back to leather.

Care in Fitting

The Wilson Shoe Store, at 159 Hastings Street West, has found, like other retailers of Vancouver, that 1917 has been a very successful year in the shoe business. The chief trade of this store is in women's and children's boots and shoes. Mr. Wilson attributes a great deal of the increase in business to the care taken in fitting. High lace boots in black, brown and grey, are chiefly in demand by ladies.

No Decrease in Men's

That war and conscription has not caused a decrease in their sales of men's shoes is the report of E. P. Cornett, manager of the Ingledew Shoe Co., 666 Granville Street, Vancouver. The sales during the

holiday season in both men and women's shoes show an increase of nearly 100 per cent. over a year ago. High top lace boots in fawn and grey are demanded by women. Though button boots have been shown in the fashion centres, they are not yet popular in Vancouver. Mr. Cornett reports a demand for low-heeled boots. People are getting used to the prevailing high prices and are buying freely, dark brown proving a popular color with men, while light tan is practically unsaleable.

Best Since 1912

David Spencer, Ltd., reports that trade before the holidays was the best experienced since 1912 in the shoe department. Rubber goods are selling well. The store expects a brisk selling for spring in oxfords, low shoes, and all styles of white. This store also has enjoyed a demand for low-heeled shoes, but high heels are still popular with well dressed ladies.

A retailer recently displayed an anti-mail-order card in his window, which read as follows: "How to buy shoes the mail-order way: Write on a slip of paper the number of the shoe you think you like, giving the size you think you can wear. Stick this and the money for it under our door some night when we've gone for the night. Then come back in ten days and we'll hand you a pair of shoes wrapped up for you to take home and try on.

But why buy that way? Come in and let us fit you right. Find what you want before you pay. Buy the sensible way!"

Recommendations for Fall, 1918

Conclusions based on replies to the questionnaire sent out by the Commercial Economy Board of the United States (printed in the January issue of "Footwear"), have led the Board to issue recommendations to manufacturers for the fall season 1918, limiting the height of women's shoes (measured from breast of heel at side to center of top at side), to nine inches (or possibly 8½ inches). It is also recommended that children's and misses' shoes should not exceed seven inches in height. Having reference to colors the recommendations, which will doubtless be interpreted by manufacturers in the light of an order further limit the output in men's footwear to black, two shades of tan and two shades of gray; in women's to white, black, two shades of tan and two shades of gray.

Waterproof Boots Must be Waterproofed

Retailers, when selling waterproof leather boots, should bear it in mind to inform customers that the quality of waterproofness can only be maintained by the constant application of waterproof dressings or oils. Leather is made waterproof by the application of water-resisting dressings, and after a time, particularly if the boots are used in water or snow, the qualities are apt to deteriorate. This question was brought to our attention by an enquiry as to whether there was an elk waterproof leather on the market. Boots made of elk are in considerable demand, especially in such districts as Cobalt and in various camps. We are informed that such goods are manufactured from ordinary elk leather, to which a waterproof dressing is applied, and that to ensure continuous waterproofness it is essential that dressings be used from time to time.



Women's cherry calf, five eyelet, Oxford—Imitation tip—
Getty & Scott, Limited, Galt, Ont.

"More Business Than Usual"

AT a recent meeting of the Toronto Ad Club, Mr. T. A. DeWeese, publicity director for the Shredded Wheat Company of Niagara Falls, was the principal speaker. "Advertising helps to keep business at top-notch speed in war-time," he asserted in commencing his address, which was entitled "Keeping the Dollar at Work."

He had no sympathy with those who advocated the letting up of business on account of a war being on. He declared this was the very reason why a country's industry should be pushed. In war-time, instead of the slogan being "Business as Usual," it should be "More Business Than Usual." Business, he said, would have to finance the war, and it was fallacious to suppose "we could finance it out of our savings. You cannot give money unless you earn money," he pointed-out. The only way for business to finance the war was for the people of Canada and the United States to go right on producing, buying and selling, and thus making every dollar render as much service as possible.

Increased Production

Last year's production of the factories of Canada was two billion dollars in value, a gain of 43 per cent. as compared with the first year of the war. This went to show that Canada and the United States had only "scratched their capacity to produce things." There was a movement in the United States to offset the work of the "calamity lecturers" who were claiming the people should stop buying and selling.

A clean window draweth trade! No one will ever stop and rub the dust from your plate glass to see what's behind it. Pick up thy pail and wash!

A Merchandising Fable

IT was Mark Twain who was so moved by the eloquence of a foreign missionary that he decided to break a lifelong habit and contribute a dollar "to teach the gospel to my benighted brethren." As the speaker proceeded, he raised his contribution, mentally, to \$5, to \$10, to \$20—all he had with him. Finally, catching the contagious fire of the continued appeal, he resolved not only to give all he had, but to borrow \$20 of a friend at his side. Then, declared the humorist, the collection should have been taken. But the orator continued. And when the ushers finally passed the plate, Mark Twain was awakened from sweet slumber by a prod in the ribs—only to steal 15 cents from the heathen in whose uplift he had so recently been aroused!

The moral is not difficult to find. Take care that you do not oversell. Too often the public, its evening paper in its hand, falls asleep over extravagant descriptions and awakens to go to a competitor who believes less in its trusting gullibility. Don't "oversell"—either in your store or your advertisement.

Lack of rubber in Germany is said to be causing some difficulty in the manufacture of gas masks for the soldiers. The difficulty has been partly overcome by using well-greased leather, but it is not so satisfactory as rubber and takes longer to put on in case of sudden attack.

Mr. Errol Burton Joins R. F. C.

Mr. Errol Bruton, manager of the Port Arthur branch of the E. R. Gavin stores, Fort William and Port Arthur, has been in Winnipeg for the past few days trying his examination in connection with joining the Royal Flying Corps. Mr. Bruton had become a valuable man, extremely popular, straightforward in his business relations and an all-round, up-to-the-minute shoeman whose loss to the Gavin stores will be felt. He is carrying with him best wishes that in the new field of service he has chosen he may become as thoroughly proficient as his past record has shown him capable of attaining.

New Rubber Prices

THE new rubber price lists, just issued, show an increase of about 12½ per cent. The placing order season begins on February 25 and ends Saturday, April 13. Following are the new and old prices on some of the most popular lines:

	Old price.	New price.
Men's plain over, self-acting	\$0.98	\$1.08
Men's plain over, soft back	.90	1.00
Boys' plain over	.72	.82
Youths' plain over	.61	.70
Women's light carton croquets	.68	.75
Misses' croquets	.57	.60
Children's croquets	.47	.51
Men's knee boots, red sole	3.60	4.00
Men's two-buckle duck lumbermen's	2.35	2.60
Men's two-buckle cashmerette overshoe	2.35	2.75
Men's one-buckle cashmerette overshoe	1.70	2.00
Men's two-buckle gum lumbermen's	2.15	2.35
Boys' two-buckle gum lumbermen's	1.65	1.90
Youths' two-buckle gum lumbermen's	1.30	1.60
Men's one-buckle gum lumbermen's	1.95	2.10
Boys' one-buckle gum lumbermen's	1.50	1.70
Youths' one-buckle gum lumbermen's	1.20	1.45
Men's jersey one-buckle Arctics	1.85	2.20
Women's six-button Jersey Arctics	2.20	2.65
Women's two-buckle cashmerette excluders	1.75	2.15
Misses' two-buckle cashmerette excluders	1.55	1.90
Children's two-buckle cashmerette excluders	1.35	1.60
Men's Jersey storm Alaskas	1.30	1.60
Women's Jersey storm Alaskas	1.05	1.30
Men's storm rubbers	.98	1.08
Boys' storm rubbers	.79	.88
Women's storm rubbers	.74	.81
Misses' storm rubbers	.63	.67
Children's storm rubbers	.53	.57
Women's footholds	.57	.63
Men's grip soles	.98	1.08
Men's 7-in. tan leather top, red sole	3.15	3.40
Men's 9-in. tan leather top, red sole	3.90	4.25
Men's 12-in. tan leather top, red sole	4.65	5.15
Men's 15-in. tan leather top, red sole	5.90	6.65
Men's 7-in. black top, roll edge, red sole	3.15	3.40
Men's 9-in. black top, roll edge, red sole	3.90	4.25
Men's 12-in. black top, roll edge, red sole	4.65	5.15
Men's 15-in. black top, roll edge, red sole	5.90	6.65

Hamilton Shoe Retailers Organize

The shoe retailers of Hamilton, Ont., have formed an Association, the officers of which are: S. Spence, president; W. A. Smith, vice-president; M. Kickley, secretary-treasurer, and Thos. Ross, C. D. Jones, A. Rickerds, J. McPhail and A. Wilson, Executive Committee. A banquet was held at the Connaught Hotel on January 30 and it is felt that the new association will achieve much good for the shoe trade in Hamilton.

Sid Buttler, of Buttler & Sons, Winnipeg, was in Toronto recently and has just returned to Winnipeg after visiting Montreal.

Canadian Consolidated Rubber Co. Inaugurate Liberal Pension Fund

FRIENDLY relations between capital and labor is a powerful factor in the success of any enterprise. And the advantage is not by any means all on the side of the employer. Any employee who has confidence and confides in his employer is happier, does better work, and, in consequence, advances more rapidly. The advantages are mutual.

In one form or another profit sharing with the employee has been tried out in various countries. Of course, the standard objection is that the average employee is satisfied enough to accept his share of the profits in the fat years, but is not willing to take the loss in the lean years. In the main, however, any attempt to take employees into closer confidence and relationship has met with gratifying response. Difficult as it may be to please everyone in the rank and file of any large organization, experience shows that the vast majority appreciate an honest attempt on the part of employers to improve their working conditions, and they repay the compliment in greater loyalty and industry.

In this connection it is a pleasure to note the announcement on another page of this issue, by the Canadian Consolidated Rubber Company, of the inauguration of a Pension Fund to take care of their faithful employees. In the main the scheme is as follows:

The administration of the Pension Fund shall be in the hands of a committee of not less than five, nor more than seven, appointed by the Board of Directors to serve during its pleasure. All employees of the company engaged in any capacity whatever and wherever located are eligible for pension. At the age of sixty, or sixty-five for men, and fifty-five or sixty for women, employees have the option of retiring on pension.

The amount of pension is to be equal to 1 per cent. of the average year's wage for ten years prior to retiring, multiplied by the number of years the employee has been in the service of the company. Thus an employee whose average wage has been \$1,000 for ten years, and who has been in the service of the company for thirty years, would receive 1 per cent. of \$1,000, multiplied by 30, or \$300 a year.

Provisions are made for permanent illness and other contingencies, such as pension being received by the employee from another source. The plan is announced to take effect January 1, 1918.

Mr. Murphy Goes with Galt Shoe Co

Fred F. Murphy has been appointed superintendent of the Galt Shoe Company, Galt, Ont., succeeding Mr. E. C. Getty, formerly superintendent and vice-president, who is retiring. Mr. Murphy has had thirty-five years' experience in some of the largest shoe factories in the United States and was lately with the Blachford Shoe Manufacturing Company, Toronto. Under his capable supervision the Galt Shoe Company will continue to turn out a fine line of youths', misses' and children's McKays and turns.

A real salesman is one part talk and nine parts judgment; he uses the nine parts judgment to tell when to use the one part talk.

Courtesy is the one thing you can deliver—no matter what market conditions may be.

The Value of Window Displays

"Shoe retailers, as a body, are not alive to the importance of window displays as a means of selling goods!" said a Montreal retailer recently in answer to a "Footwear" inquiry. "The large department and other stores who have the resources to employ experts are able to spend large amounts in dressing their windows, but the great majority of retailers have to rely on their individual ability to display their goods, and too often the result is at best only a partial success. The ambition of every retailer is to get people into the store, and an attractive window is one of the best methods to this end. The display is a failure unless it compels attention and sells the goods. Many times shoes are simply put into the window without regard to attractiveness, either crowded together or else thinly spread over a wide area with no particular object in view. To arrest the attention of passers-by it is essential that a main idea be outlined—not a mere general display of goods, some without prices and some with, and minus cards calling attention to the strong points of the shoes. The public is familiar enough with the usual type of window, and unless there is some predominating feature which will act as a magnet, practically no notice will be taken of the display. The retailer will not in this case be making the best use of his opportunity. Windows of an expensive character are beyond the reach of the ordinary retailer, but without spending much money he can greatly improve on the usual run of displays. I find the trade papers very often contain hints which may be used with advantage."

Plenty of Hides

Speaking of upper leather only, I know there are plenty of hides in the country to-day. I believe there will continue to be a sufficient supply. I know there is plenty of leather in the country to-day. I believe there will continue to be a plentiful supply and I know it can be sold at reasonable prices considering war conditions, providing, however, that you will use every effort to assist the tanner in every possible way to place each and every hide in the place for which the tanner knows it is best suited.—C. Q. Adams, before N. S. R. A. Convention.

U. S. M. Machines in Military Hospitals

The United Shoe Machinery Company of Canada are assisting very materially in the training of returned soldiers by lending the Military Hospitals Commission the necessary machinery for shoemaking and repairing. As noted in a previous issue of "Footwear," a great many of the returned men have taken up shoe repairing and there is an active demand for their services when the course is completed, usually at the end of about six months. U. S. M. equipment has been installed in schools at Halifax, Montreal and Kingston, while centres at Calgary, Edmonton, Toronto and Winnipeg will be equipped in the near future. It is also under consideration to place machinery in the schools at Moose Jaw and Vancouver.

Merchants Effect Savings on Deliveries

Efforts of American Commercial Economy Board to Reduce Distribution Costs Fruitful—Some Such Plan Should be Effective in Canada

The Commercial Economy Board, of Washington, which, in order to reduce the cost of living and to release men for more important war work, issued a recommendation recently to curtail free delivery of small purchases, eliminate special deliveries, restrict deliveries where possible to not more than one a day on each route, reduce the acceptance of returned goods to a minimum, and establish co-operative delivery systems in the small and medium-sized cities and towns, has received reports showing that the merchants in 26 cities, with a total population of 3,225,000, have reduced their deliveries to one a day on each route. The merchants in five cities, with a total population of 1,593,074, have reduced their daily deliveries to two in the central section and one in the suburbs, and the merchants in 23 cities, with a total population of 3,870,241, have reduced their deliveries to two a day. Several other cities have made some reduction.

The merchants in 23 cities, with a total population of 5,588,076, make a charge for special deliveries in order to curtail that service. The merchants in 14 cities, with a total population of 2,468,934, have placed a two-day limit on returned goods; those in eight cities, with a total population of 2,445,546, have placed a three-day limit on returned goods, and those in 11 other cities, with a population of 9,877,687, have placed restrictions of five to seven days on the returned goods privilege.

Other Towns Follow Suit

In 169 cities and towns in the United States, with a total population of 26,232,943, the board's recommendations had been adopted in some form or were being considered at the time this summary was prepared.

From numerous stores information has been received by the Commercial Economy Board which shows to what extent these merchants have been able to reduce their delivery force. In one store which previously had operated nine vehicles a reduction in deliveries from three to two per day enabled it to operate with seven vehicles and to dispense with the services of two drivers and two helpers. A second store, with a similar reduction, dispensed with the services of 24 men out of a total of 167, and reduced the number of vehicles from 56 to 44. A third store, reducing deliveries from three to two a day, made a 10 per cent. saving in men and vehicles; and a fourth, which had operated 42 vehicles, reduced the number to 36.

A fifth store reduced the number of deliveries from four a day to one a day, with a 40 per cent. saving in men and equipment. A sixth reduced its deliveries from three a day to one a day, employing one man and one vehicle in the place of three men and three vehicles. These are typical of the savings that have resulted. Some merchants who have adopted two deliveries a day expect to reduce this to one a day as soon as their organization and the public become accustomed to the restricted service.

Service Can Be Halved

In the smaller cities a keen interest in co-operative delivery systems is being manifested. The board has made a careful investigation and finds that ordinarily

the number employed can be reduced by at least one-half when the co-operative system is introduced. The board is gathering full information concerning the organization and operation of these co-operative systems.

The object of the board's campaign for economy in this service is to enable retail merchants to operate with smaller forces during the war. As men are withdrawn from delivery work and other store activities by voluntary enlistment in the army and the navy and by service in the national army, it is desired that they should not be replaced by others who are more urgently needed in agriculture, shipbuilding, transportation, mining, manufacturing, and other work that is essential to the welfare of the country.

Halting the Passerby

People approaching from either direction the Blank Shoe Store on a certain morning not long ago were astonished to suddenly find themselves at the mercy of a typical highwayman, who, occupying a position directly in front of the store entrance, pointed a revolver (imitation) down the street in each direction, both directed at such angles that everyone had to pass within range at some point. The highwayman was, of course, a wax figure, but gotten up to play the part splendidly. A large sign stretched across the entrance about seven feet above the sidewalk, read, "Halt! March inside. Unusual values to-day. A chance to get what you need and have some money left for the bank."

Frenzied Finance

A Toronto retailer is telling the following story, indicating the importance of shoes in the eyes of the average working girl. A young woman applied for a position with a certain company, arranging to receive an initial salary of \$10 a week for her services. Things went along very nicely for a while, but one day she went to her employer and hesitatingly told him she didn't think she had done right in accepting \$10 to start. She was very reluctant to say why she felt as she did, but by adroit questioning the employer discovered that she had seen a pair of boots in a window down the street marked \$10, and she simply **had** to have them. How was she going to do it on her \$10 salary? Her employer's opinion is left to the reader's imagination.

Shop-worn methods will never move shop-worn goods.

Opportunity comes to each man's door but
you couldn't very well expect her to carry a key.
Be on hand promptly when she knocks.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Along with many other cities, Brantford merchants have agreed to open their stores at 9 and close at 5 in an effort to conserve fuel.

The worst fire in the business section of Peterboro that has ever visited the city broke out on January 27, in R. Neill's boot and shoe store, occupying three storeys at 330 George Street. The cause, although not certain, is said to be the exploding of a hot water heating apparatus. Fire-fighters from Lindsay were sent by special train, but in spite of heroic efforts the loss approximates between \$300,000 and \$400,000. The bulk of the loss falls upon Mr. R. Neill, who, in addition to the loss of the buildings, which he owned, suffered the total loss of a very large stock.

Hamilton, Ont., merchants recently listened to a series of business talks by Frank Stockdale, merchandising expert.

Brockville merchants have agreed to shorten their business day by two hours for a period of ten weeks.

An ordinance was passed in St. Marys, Ont., limiting the business hours of stores from 8.30 to 5 o'clock on week days and to 9.30 on Saturdays. This rule will be in effect until March 17.

For a period of two months some of the stores in Lindsay have agreed to open at 9 in the morning and close at 5 in the afternoon.

At a recent meeting of the Toronto Teachers' Association, Mr. V. E. Taplin, of the Footwear Reform League, advocated the placing of foot inspection on the school curriculum.

J. H. Weseloh, shoe retailer, Waterloo, Ont., having received notice to report for military service, is disposing of his business.

James G. Noblett, boot maker and shoe repairer, Bowmanville, Ont., has installed new machinery.

O. F. Bryant, of the Forests Products Laboratories, Montreal, has been appointed superintendent and assistant to F. E. Norton, general superintendent, of Bennetts, Limited, Chambly Canton, P. Q., manufacturers of leather and fibre board, counters, etc. Mr. Bryant is an authority on pulp and paper, and has conducted many investigations of a scientific character.

A newspaper report states that shoe laces in Germany, manufactured of paper yarn, sell for 15 cents a pair.

The Bowmanville News of February 1 printed some very kind remarks about Mr. Fred R. Foley, the well-known shoe merchant of that town. Mr. Foley has been in business in Bowmanville for seventeen years and states that last year's trade was the greatest ever. He is a firm believer in newspaper advertising and good window trims.

T. N. Campbell, of the Amherst Boot & Shoe Company, Amherst, N.S., recently returned home after several weeks in the West.

H. Sisman, son of the well-known Aurora, Ont., shoe manufacturer, has taken charge of the footwear department of the Simcoe Glove and Boot Company.

Mr. W. A. Moore, of the Beardmore Leather Company, Toronto, left recently on a two weeks' trip to St. Louis and southern points. He will combine business with pleasure.

Mr. H. A. Beatty, of the Am-Bri-Can Distributors, Toronto, who has been enjoying the tropical climate of Cuba for quite some time, is expected back shortly.

Ed. R. Lewis, leather merchant, 23 Scott Street, Toronto, is moving to larger premises at 25 Front Street East. Although only in business six years, Mr. Lewis has accomplished

a phenomenal growth in trade and one which necessitates a change to larger quarters. He is Canadian representative for many well-known tanning concerns.

L. Higgins & Company, boot and shoe dealers, Moncton, N.B., suffered loss by fire recently.

Alex. Chisholm, former shoe merchant of West Toronto, now purchasing agent for the Y. M. C. A. Military Camps, is spending a vacation in Florida. He will return about the end of March.

Geo. H. Ferguson, who for the past two years has been representing Clark Brothers, St. Stephen, N.B., throughout the western provinces, will succeed the late M. L. Savage as western traveller for the Tetrault Shoe Mfg. Company.

Joseph C. Moreau, Western Canada representative for Blachford, Davies & Company, Toronto, was married on January 16 to Miss Ann Colbert, of Edmonton.

Flight Lieut. Robert Cowan, son of ex-Mayor and Mrs. George Cowan, of Chatham, is a prisoner in Germany. Mr. Cowan has been in the retail shoe business for many years in Chatham.

The business men of Brantford, Ont., are planning to get together in some sort of a local association. Problems are being met which, it is felt, can be better solved through co-operation.

Reil Brothers' boot and shoe store, Welland, Ont., was burned out recently.

Alfred Lambert, of Alfred Lambert, Inc., has been again elected a vice-president of the Montreal Chambre de Commerce, while Messrs. Nap. Tetrault, of the Tetrault Shoe Company, Joseph Daoust, of Daoust, Lalonde & Company, Wilfrid Delorme, leather and shoe findings dealers, and A. S. Lavallee, shoe retailer, have been elected members of the Council.

A. W. Vermilyea, retired boot and shoe merchant, Belleville, Ont., died on January 21 at the age of eighty-nine years. Early in life he was a farmer and then operated a flour mill and a sawmill at Stockdale before going to Belleville thirty-eight years ago. He was very successful as an evangelist for some years and was also a Methodist lay preacher.

The Ryan Shoe Company, wholesale, Winnipeg, recently entertained their travellers and staff to dinner at the Fort Garry.

At a recent meeting of the Cranbrook, B.C., Retail Merchants' Association it was the unanimous opinion that the present system of deliveries was quite an item in the high cost of living and if the "cash and carry" plan is feasible, it will be adopted.

J. Palmer, shoe repairer, Dunsmuir Street, Vancouver, has moved to South Vancouver.

The World Shoe Repairing Company, Vancouver, B.C., are enlarging their premises to take in the establishment next door.

J. C. Moreau, of Edmonton, a well-known shoe traveller, was recently married.

The T. Sisman Shoe Company, Limited, Aurora, Ont., have installed electric power in their plant, replacing steam.

A reunion of the staff and employees of the Star Shoe Company, Limited, Montreal, was held on January 3.

A. J. Stewart, of Stewart & Hincks, shoe retailers, Hariston, Ont., died recently.

R. P. Davis was elected president of the Shoemakers' Association of Calgary, at a recent meeting. Vice-president is George J. Manley, and secretary-treasurer, A. E. Arnold,

BOSTON

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ESTABLISHED IN 1776

*Tanners and Manufacturers***SHEEPSKINS and CABRETTA**

Also Woolskins in Bark and Alum Tannages

NORWOOD - MASS. - U. S. A.

Footglue **INFANTS'**

TRADE MARK



Soft Soled

SHOESFoldin gand Fancy
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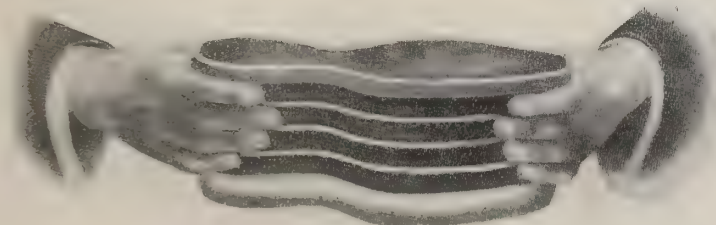
Infants' Shoes are selling in larger quantities every day, and you can secure a profit of 50 to 100 per cent. on the business. Our lines of semi-hard soles, etc., are made in all grades and popular colors. They are "good for business."

Semi-Hard Sole
First Walking ShoesWrite for particulars
and prices.**SWAN SHOE CO.**

511-515 W. Franklin St., BALTIMORE, Md.

Good Kid for Good Shoes**New Castle Kid**

We can supply you with this famous product, either Glazed or Mat. It is always of the highest quality, uniform and reliable. Shipments on time and in any quantity.

*Write for samples in black or colors.***New Castle Leather Co.**
NEW YORKCanadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.**Safe Die Cutting**

Our patented Steel Dies will make your cutting safe at all times. Accidents are practically impossible owing to the special construction which prevents jamming or slipping. Our Dies are keen cutters and give satisfaction on all cutting work.

JAS. CLELAND, REGD.,Largest Die Manufacturer
in Canada**16 St. George St., MONTREAL**

proprietor of the O.K. Repair Shop. The executive committee is composed of A. J. Badcock, Fred Kennell and E. Vicars. The Association have adopted a uniform price list, raising, among other things, the price of sharpening skates from fifteen to twenty-five cents.

N. B. Detwiler, of the Hydro City Shoe Manufacturers, Kitchener, has been re-elected Light Commissioner.

J. C. Iredale, president of the Canada Last Company, Limited, Toronto, was married recently to Miss Lily Walsh. Mr. and Mrs. Iredale have taken up residence at 462 Delaware Avenue, Toronto.

The Hamilton Shoemakers' and Repairers' Association held their annual meeting on January 14, at which John A. Ross was elected president; L. Plumb, vice-president, and Arthur R. Wilton, secretary-treasurer. The membership fee for the coming year has been raised from \$2.00 to \$3.00. The price list remains unchanged for the present.

Robert Lashbrook, for forty years in the shoe business in London, Ont., died recently at his residence, 909 Richmond Street. Mr. Lashbrook was born in England 82 years ago and, until his retirement three years ago, was actively engaged in business.

James Heffering, of Toronto, Ontario representative of the Tetrault Shoe Manufacturing Company, accompanied by Mrs. Heffering, is spending a few weeks in Cuba.

Wm. Shannon, shoe retailer, Prince Albert, Sask., died recently, a week after the death of his wife.

Mr. Collins, buyer for Christie Grant Company, Winnipeg, was in Toronto early last week.

Charles Newton, buyer for Robinson & Company, Winnipeg, was in Toronto recently for a few days.

Geo. E. Chambers, who for the past seven years has been manager of the Regal Shoe Store, Toronto, was recently given a substantial interest in the business by the proprietor, Mr. J. B. Kilgour, of Winnipeg.

Capt. Howard C. Blachford, formerly of the H. & C. Blachford Company, Toronto, is now in England with the equipment department of the Royal Flying Corps.

Warren T. Fegan, proprietor of the Big 88 Shoe Store, Queen Street, Toronto, accompanied by Mrs. Fegan, is spending a few weeks in Atlantic City.

The Edmonton branch of the Miner Rubber Company, which was opened some time ago is in charge of Angus W. Douglas. While the goods are sold by Congdon, Marsh Ltd., travelers, the rubber accounts tributary to Edmonton belong to the Miner Rubber Company, and collections are made from there. The opening of the Edmonton branch has proved very satisfactory to the Miner Rubber Company, and has encouraged them in adopting a progressive policy throughout the West.

A fire in the retail shoe store of John R. Buchanan, St. Stephen, N.B., did considerable damage on January 24.

John C. Breithaupt, secretary-treasurer of the Breithaupt Leather Company, Kitchener, has been appointed, for the twentieth time, chairman of the Water Commission of that city.

The ninth annual ball of the Benefit Society of Getty & Scott, Galt, Ont., was held on February 8.

W. F. Martin, Montreal, A. Levy, Toronto, and George E. Boulter, Toronto, attended the recent shoe style show at the Copley Plaza Hotel, Boston.

J. W. Hewetson, of the J. W. Hewetson Company, Brampton, Ont., is spending the winter months in California.

Fire visited the Novelty Boot Shop, 673 St. Catherine Street East, Montreal, doing considerable damage.

O. M. Hartt, who was for many years identified with the Hartt Boot and Shoe Company, Fredericton, N.B., died recently in Fort Wayne, Ind. The late Mr. Hartt severed

his connection with the Fredericton company in 1905 and associated himself with a large shoe manufacturing concern in Indiana.

E. E. Donovan, of the E. T. Wright Company, and A. E. Medcalf, of the Nursery Shoe Company, St. Thomas, Ont., were among the Canadians at the Rochester style show.

P. J. Milburn has sold out his interest in the Lillian Shoe Company, Maisonneuve, Que.

Geo. Blake, who conducted a shoe business at 630 Queen Street West, Toronto, died recently. He was born in Bourneville, England, 41 years ago, and had been a resident of Toronto for ten years. Three and a-half years ago he opened the Queen Street store.

W. H. Grosch, of the Grosch Felt Shoe Company, Milverton, Ont., was recently elected Reeve of that town.

J. L. McPherson, of Hamilton, and Mrs. McPherson, are spending a few months in California.

Thos. Hobbin, shoemaker, 183 Mount Pleasant Road, Toronto, suffered about \$1,500 fire loss recently.

Russell L. Haines, proprietor of the Haines Shoe House, Trenton, Ont., has again been elected a member of the Trenton town council.

C. E. Lepine, who recently severed his connection with the Canadian Footwear Company, Limited, Montreal, has been appointed foreman of the making room of J. F. Clarke & Company, Montreal East. This has just recently been opened by the company and is equipped with U. S. M. machinery. Mr. Lepine is a specialist on ladies' fine shoes and was for six years foreman of the bottoming room with the Hartt Boot and Shoe Company, Fredericton, N.B., and for over six years with the Kingsbury Footwear Company, Montreal.

W. G. Langford, in charge of the footwear department of the Montreal branch of the Canadian Consolidated Rubber Company, has been transferred to the Lethbridge branch. Before leaving he was presented with a purse of gold by his fellow associates of the Montreal branch.

M. A. Desmond, of the New Castle Leather Company, Montreal, has been on a business trip to Fond du Lac, Wisconsin.

On January 13 fire broke out in the Schinbein Block, Listowel, Ont., causing approximately \$200,000 damage. Mr. J. M. Schinbein was probably the largest loser, suffering complete loss of a large stock of dry goods, furs, and boots and shoes. Koch & Spence's shoe store was also completely wiped out.

The annual report of the Perth Shoe Company, Perth, Ont., presented at a recent meeting, showed the financial position of the company to be highly satisfactory and the volume of business in 1917 very much in excess of any previous year. The officers of this company for the ensuing year are: President, J. A. Stewart; vice-president, G. H. Ansley; secretary, V. I. Sokoloff, and F. W. Hall and C. H. Albee, the latter being factory superintendent.

The firm of Louis Beaubien, Limited, Quebec, have been granted letters patent. They will engage in the manufacture of boots and shoes. Capital stock is \$149,000.

Frank Springstead, for some years with the Toronto branch of Ames-Holden-McCready, and a well-known shoe traveller, has been appointed assistant manager of the mail order department of the Robert Simpson Company, Toronto.

R. Smith, Western Canada traveller for Regal Shoe Company, Toronto, has returned from an extended trip and reports the outlook promising for 1918.

Fire which recently visited Borbridge Block, Ottawa, did considerable damage to the leather stock of Borbridge, Limited.

A by-law to guarantee \$30,000 bonds of the King Shoe

Company, Toronto, was voted upon by the ratepayers of Owen Sound, recently and carried. This company will soon make arrangements for removing their factory from Toronto to Owen Sound.

W. J. Brigden has opened a shoe store and repair shop at 1434 Eleventh Street West, Calgary, Alta. Mr. Brigden has installed Progressive machinery and has as his manager Mr. Sullivan, a first-class shoemaker.

Natural Tread Shoes, Limited, 156 Bay Street, Toronto, will remove to larger premises at 310 Yonge Street. Mr. V. E. Taplin is manager and is prominent in foot-reform circles.

R. O. Dunhill, of the Walk-Over Store, Toronto, and S. E. Wygant, of Montreal, attended the Chicago Convention of retailers.

The annual dinner of the Rubber Association of America was held at the Waldorf Astoria, New York, recently. Among the Canadians present were T. H. Rieder, R. E. Jamieson, and J. M. S. Carroll, of the Canadian Consolidated Rubber Company; W. H. Miner, of the Miner Rubber Company, Granby; R. F. Foote, of the Independent Rubber Company, Merriton; J. H. S. Kerr, W. C. Scott and Wm. Seward, of Gutta Percha and Rubber Limited, Toronto.

Logan and Young, shoe retailers, Beaverton, have sold out to A. C. Taylor, of Fort Garry.

George Fox, a former resident of Brockville, Ont., has opened a shoe repairing and shining establishment at 208 King Street West, in that city. He has equipped his store with modern machinery and his 45 years' experience in the shoe business should ensure him a very successful trade.

Samuel Trees, one of Toronto's oldest and best known business men, died recently. At the time of the Crimean war he was appointed by the British Government as an inspector of saddlery supplies to the army. In 1866 he came to Toronto, arriving a few days before the Fenian Raid, and at once entered into business as an importer of saddlery and trunks. In 1874 he bought and occupied the property at 42 Wellington Street East, Toronto. He was very active in public life and devoted much of his attention to outside interests.

S. R. Hanna, for many years a prominent Yonge Street, Toronto, shoe merchant, died recently after several operations for an internal ailment.

Wm. Bowen is now sales manager for the Quebec Shoe Store, Winnipeg. The proprietors are O'Donough & Liss.

Howard French, late of the staff of the Winnipeg Shoe Store, has returned to Detroit to report for military service.

Wilfred J. Pocock, of the Winnipeg Shoe Store, was recently married to Miss Olyve A. Doyle.

Geo. A. Blachford, of the Blachford Shoe Manufacturing

Company, Toronto, was recently on a business trip to Boston, Lynn and other shoe centres in the New England States.

R. J. Orr, of Toronto, representing the Canadian Arrowsmith Manufacturing Company, has been on an extended business trip to the Maritime Provinces, putting on several demonstrations.

E. P. Matt, of Montreal, has joined the selling staff of the Canadian Arrowsmith Manufacturing Company, of Niagara Falls. He has had nine years experience on the road.

Gordon S. Hubbell has joined the selling staff of W. A. Lane and Company, leather merchants, Montreal. He has had considerable experience in the leather trade and is a good salesman.

A local branch of the Retail Merchants' Association has been formed in Campbellton, N.B. Geo. C. McKenzie has been elected president.

At a recent meeting of the Regina branch of the Retail Merchants' Association, the members went on record as favoring the commencing of summer half-holidays in June, instead of July. Although there was some discussion about changing the half-holiday to Saturday, it was decided to adhere to Wednesday.

Retail merchants of Niagara Falls, Ont., will ask the city council to pass a by-law closing all stores at 6 o'clock on week days and 10 o'clock on Saturdays.

Henry Haken, boot and shoe merchant, of Petrolea, Ont., died recently. He had been in business in Petrolea for fifteen years.

Employees of the Dunlop Tire and Rubber Company, Toronto, subscribed \$5,500 to the recent Red Cross campaign, independent of the company's own subscription.

The Kitchener Manufacturers' Association have just published a very attractive booklet, for distribution, describing the manufacturing activities of their city. The illustrative work is wonderfully good and the booklet as a whole is a credit to the wide-awake organization that produced it. Advertisements of interest to footwear men include the Canadian Consolidated Rubber Company, Canadian Consolidated Felt Company, Gourlay & Fogelburg, United Shoe Machinery Company, Hydro City Shoe Manufacturers, Breithaupt Leather Company, Lady Belle Shoe Company, Walker Bin and Store Fixture Company, International Supply Company and the W. E. Woelfle Shoe Company.

Wanted—Shoe Salesmen

to make rubber footwear trip in Ontario during placing season. State full particulars. Also man to cover Toronto. Apply Box 666, Footwear in Canada, Toronto.

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS





ABILITY
PLIABILITY
RELIABILITY

- ¶ Acme Soles have walked into favour with the public. The tremendous increase in the demand proves that.
- ¶ Outside of Dunlop "Traction Tread" Tires, no other product emanating from our factories has quite equalled the furore created by "Acme's" advent into Soledom.
- ¶ In a field so new and so radical, only one fact could account for such an unusual success in such a short time—Ability, Pliability, Reliability.

ABILITY of "Acme" Soles to outwear leather.

PLIABILITY of "Acme" Soles in actual use by those who search for boot and shoe comfort.

RELIABILITY of "Acme" Soles when the count is being made of Squeaks, Cracks, Leaks.

- ¶ Colors Black, White, Tan. Supplied in sheets $3/16$ ", $1/4$ " and $5/16$ " thick for repair purposes.

Specify "Acme" on all your Boot orders

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: Toronto

Branches: Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London, Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

Makers of High-Grade Tires for Automobiles, Motor Trucks, Bicycles, Motorcycles, and Carriages; High-Grade Rubber Belting, Packing, Fire Hose and General Hose, Dredge Sleeves, Military Equipment, Mats, Tiling, Heels and Soles, Cements, Horse Shoe Pads, Plumbers' and Railroad Supplies and General Rubber Specialties.

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Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

"The Leading Novelty Slipper House of America"

*Now is the time to order your
Felt and Novelty Slippers*

The E-Z Walk Specialties in HIGH GRADE FELTS, SATINS, SPORT CLOTHS, GROS GRAINS, CRETONNES and COMBINATIONS, are the talk of the trade.

Style—Design—Fit—Workmanship can't be beat.

Ask your Jobber about them.

THE E-Z WALK MFG. CO., Inc.

62-70 West 14th St., NEW YORK CITY, U.S.A.

"R-H" Steel Heel Plates

(PATENT PENDING)

**WARRANTED
UNBREAKABLE**

Made of Specially Prepared Steel
The Strongest and Most Durable Heel Plates on the Market.

"R-H" Heel Plates

Are Money Savers
because they

SAVE YOUR HEELS

Prongs will not break

Put up $\frac{1}{4}$, $\frac{1}{2}$ and 1 Gross Plates in Carton.

Write for Samples

Order from your Jobber—if he will not supply you WE WILL.

Prompt Deliveries

Manufactured by

**The Root-Heath
Mfg. Company**

Plymouth, Ohio, U. S. A.

Also manufacturers of Cobbler Outfits, Lasts and Stands, etc.



1



2



3



4



5

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

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20 Maud St., TORONTO

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Store Management, an illustrated book of 252 pages, by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench. Just published—255 pages. Price \$1.00.

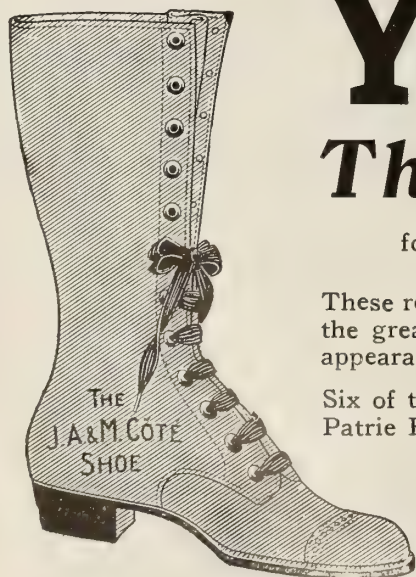
"One Hundred Easy Window Trims." All about making the store windows more profitable. 212 pages, illustrated. Price \$1.00.

Footwear in Canada 347 Adelaide St. W.
TORONTO

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by Introducing to Your Customers**



YAMASKA

The All Leather Shoe

for MEN, YOUTHS, BOYS and LITTLE GENTLEMEN.

These reliable shoes are designed with the object of securing for the wearer the greatest possible measure of comfort, long-wearing service and good appearance.

Six of the latest lasts now on view in our Montreal Showrooms at 14 La Patrie Building (Representative, Henry Martineau).

La Compagnie

J. A. & M. COTE

ST. HYACINTHE - QUEBEC

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



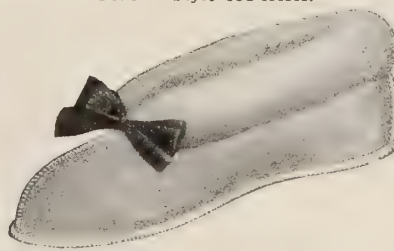
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$13.00 per doz.; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

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Price from \$12.50 to \$24.00 per doz.
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Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

For Jobbers



AIRD McKays for Men, Women, Youths and Boys are made in all the desirable lasts for 1917 selling. We are very sure you will not be offered anything superior in quality or design at such attractive prices as we are quoting. Write direct immediately for information. We are now showing all styles.

Aird & Son, Reg'd
Montreal

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

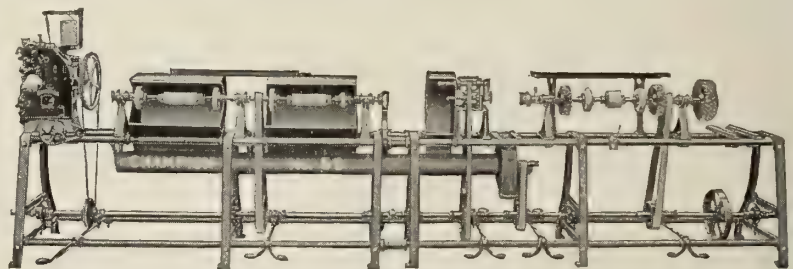
the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

**We Can Save Money for You on Your
Shipping & Packing
H & D Solid Fibre Board Boxes**

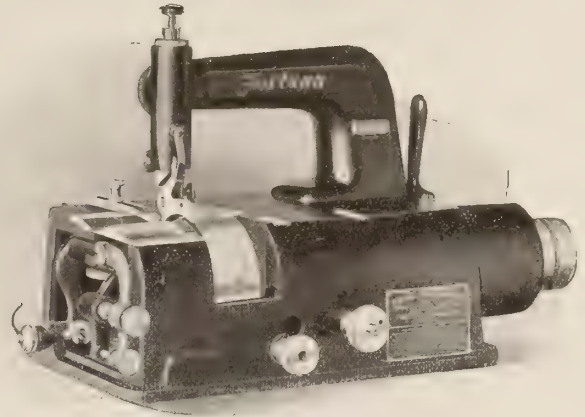
- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



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**Fortuna
Skiving Machine**



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

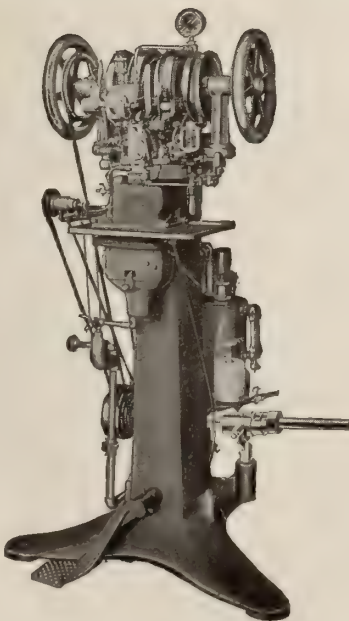
Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

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Landis Outfits are Money-Makers

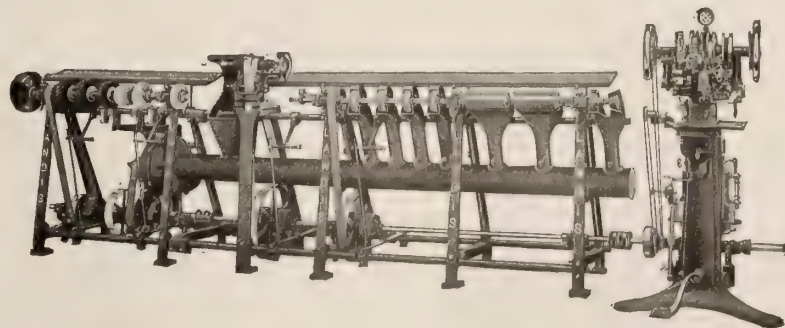


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

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Brodie's Patent Flour Paste has the enviable reputation of being the most reliable adhesive on the market. It holds under all conditions. Nicely perfumed. Shipped in barrels, half barrels and kegs.

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Brodie & Harvie

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Patent, Dongola, Box Sides, Gun Metal, Tongue and Wax Splits, both Plain and Ooze in Black and Tan.

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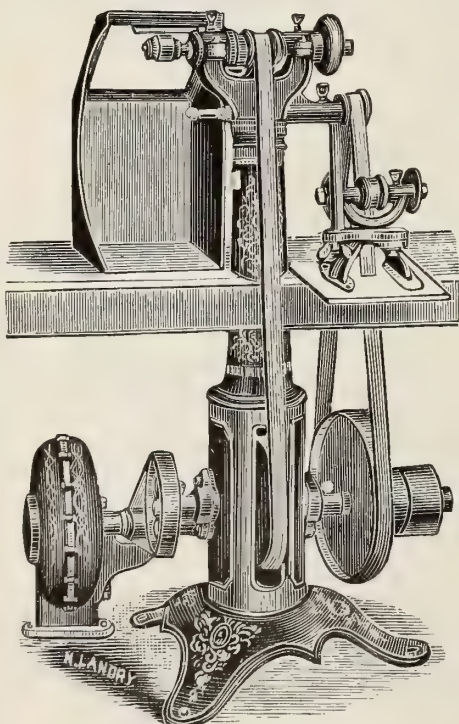
Shoe Cottons of all kinds.
Shoe Cements
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Box Toe Goods
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Sole Leather Flanks, Shoulders
and Heads

Write for Samples and Prices.

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Improved BUZZELL EDGE TRIMMER



Complete
with dust
carrier.

Speed 1300

Size of
pulley
5 inches

This machine
is made from
new patterns
and is much
heavier than
old style.

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Dealers and Manufacturers in Non Royalty Shoe Machinery

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

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The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

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A WEEKLY FINANCIAL, COMMERCIAL &
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No. 215
Dull Kid Opera Pump
\$2.25.

OUR RECORD
100 YEARS OF GOOD SHOEMAKING 100

"IN STOCK"

For immediate shipment—an attractive line of Women's and Girls' Turn Pumps and Oxfords, ranging in price from \$2.00 to \$2.60; and Women's Strap Slippers from \$1.40 to \$2.25. All listed in our latest Catalog No. 12. We suggest that spring requirements this season be anticipated as early as possible.

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Shoe Style!

MADAME LA MODE has decreed more substantial heels and shorter tops on boots for ladies. During these times of stress many ladies are giving preference to the shoe as above described; a style which has been recommended by the Government.

Traders would do well to include these models in their orders for fall, which will bring good business.

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MONTREAL, P. Q.

**EASY
CLEANING
FLUID**

The
"Wizard Cleaner"

Shoe manufacturers use it for cleaning soiled stock. So do retailers, as it is the
MOST EFFICIENT OF ALL

Your trade will like it and you profit accordingly.

Send for FREE SAMPLE.

**CANADIAN SHOE FINDINGS
NOVELTY COMPANY**

Toronto, Canada

**THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.
MAKERS**



GUS V. WELLS, 531 14th St., Des Moines, Iowa

be without them for ten times their cost.

Triplicates—One for the Carton
They are put up in book form like postage stamps (and the cash always balance. No mis-mates).

COLOR		PRICES
White on Black	White on Blue	2,500 in Triplicate - - - \$3.00
White on Tan	White on Red	5,000 in Triplicate - - - 4.50
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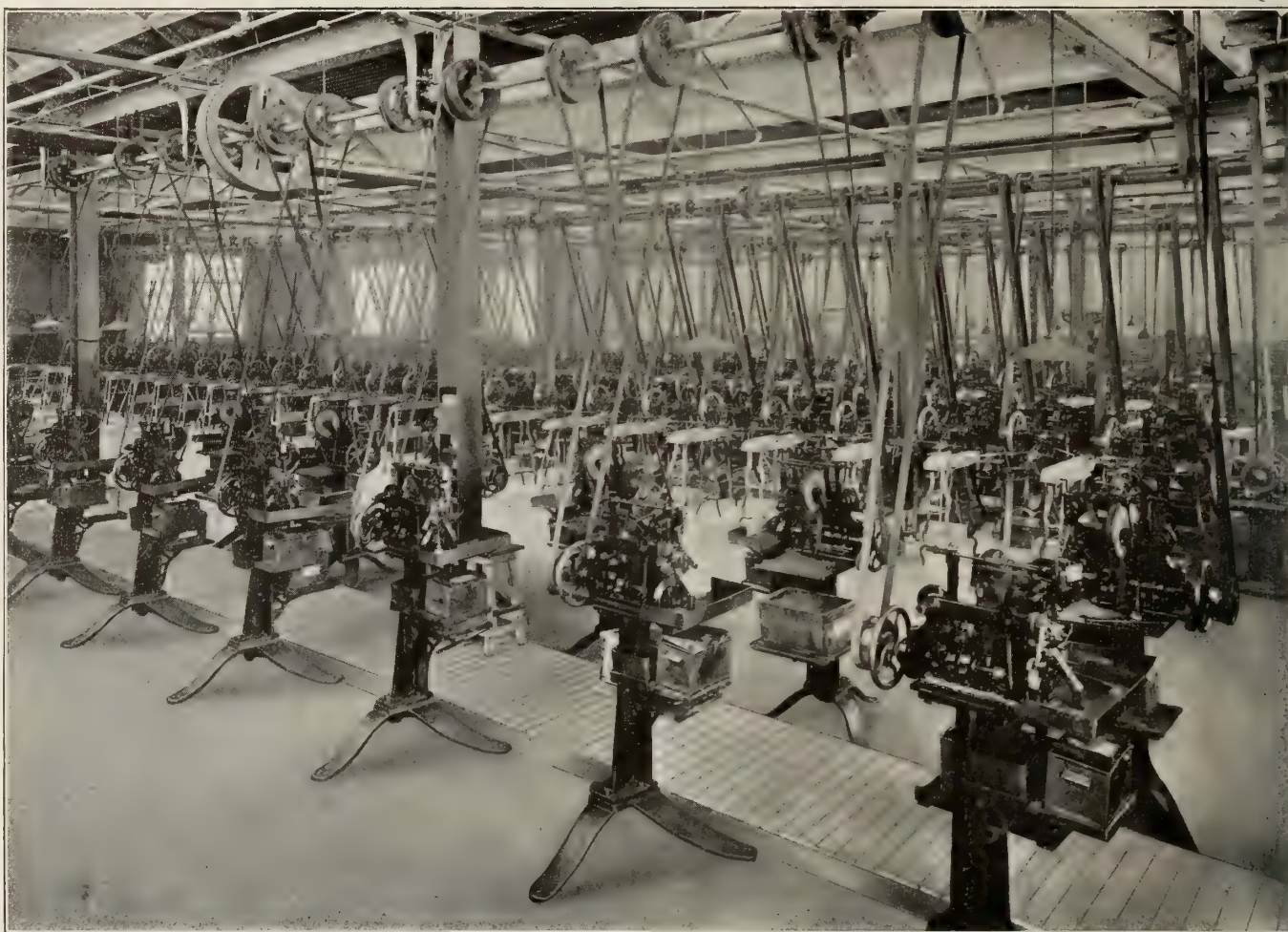
The cost is a trifle—10,000 in triplicate \$6.50 (20 pairs for one cent). Why "stall" around in the dark. With my numbering on, it's like having an electric sign on the end of every carton in the store.

They do a man's work on a busy day, and are just as important on the bottom of a pair of shoes as the size and width on the carton.

You can handle five pairs of shoes with numbers on to one without. Once used you would not

Just Tacks

U.S.M. K KLEAN KUTT K



The finest plant on the American Continent operating on Shoe Goods exclusively.

RIVETS S H O E NAILS

TACKS

Those little things that loom so large in the Shoe Trades.

Manufactured by Master Tack Makers who are daily in constant association with Master Shoe Men and Machinery Experts and know why a shoe tack is different and specialize in making SHOE GOODS for the SHOE TRADES.

TELL US YOUR NEEDS — WE CAN FILL THEM.

Write us for Illustrated Literature

United Shoe Machinery Company of Canada, Limited

Montreal, Que.

122 Adelaide Street West, Toronto

179 King St. W., Kitchener

28 Demers Street, Quebec



PRESTIGE!

Union Stamp shoes have obtained a prestige in this country which they share with the most famous lines of trade-marked goods.

Just as a wise buyer demands a Victor or a Columbia talking machine, just as the prudent man looks with favor on a Stetson hat or a Steinway piano, just as the thrifty housewife looks for Ivory soap or the Sterling mark on her silver, so does the Union worker of this country search for the Union Stamp on the shoes that he purchases for himself and his family.

Union stamp shoes cost the retailer no more.

They are made in all grades, at all prices, by the most experienced workers, and are the only shoes acceptable for the Union man and his family.

Why not secure the prestige and added value of the Union Stamp on the shoes which you purchase for the coming season?

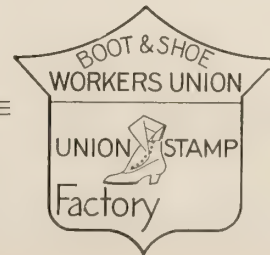
Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street - - Boston, Mass.

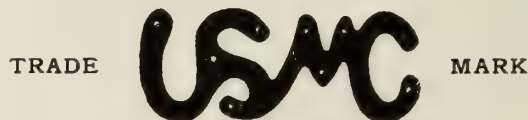
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CHAS. L. BAINE, Gen'l Sec'y-Treas.



Shoe Machinery

For Every Department from Lasting to Finishing



**Goodyear
Welt and Turn
Systems**

**Consolidated
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**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

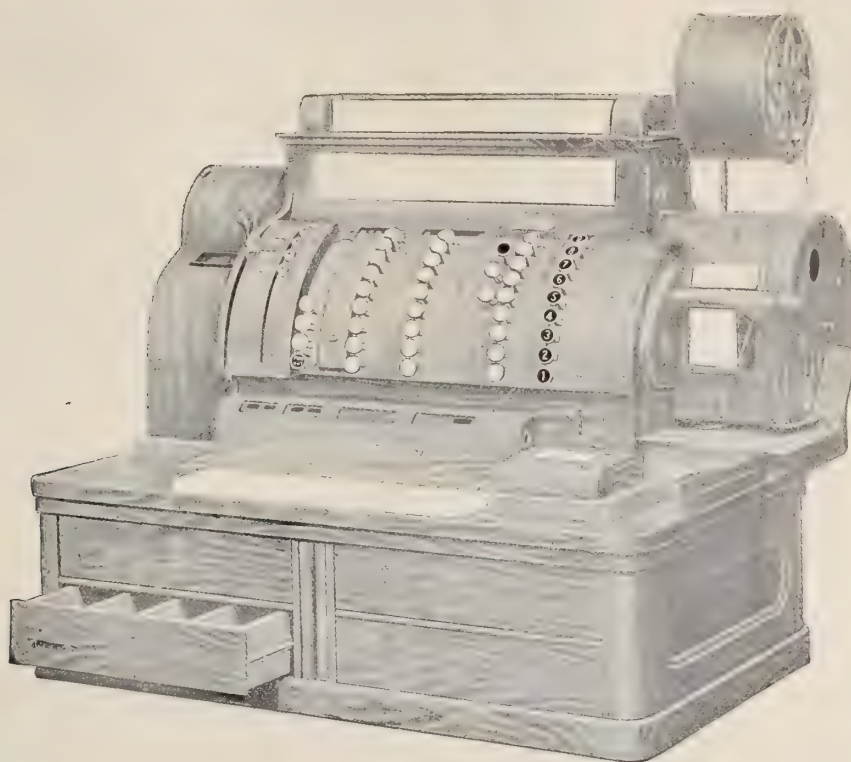
United Shoe Machinery Company of Canada, Limited

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

28 Demers St., QUEBEC.

179 King St. W., KITCHENER



Your Clerks

Mr. Merchant:

To secure the whole-hearted co-operation of your clerks is of the utmost importance in conducting your business.

If they can be induced to give the maximum of productive effort, they will be a valuable asset to your business. To secure this result, encouragement and the proper inducement must be given.

It should be your aim to get your clerks to view the business from your point of view; to place before them any or all of the information at your command, which, if given to them, will net returns.

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Co., of Canada, Limited
Toronto**

Please send me information about your system as applied to my store.

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Address

Business



Nufashond
TRADE MARK

quality shoe laces
for every requirement

In bulk for the factory trade.
Single paired for the fine job-
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Finished with **Nufashond
Fabric Tips** (patent applied for).
Part of the braid itself. Rustless,
waterproof, won't pull off.

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FRED W. MEARS HEEL CO.

DESIGNERS AND MAKERS OF

WOOD HEELS

TELEPHONE 1431

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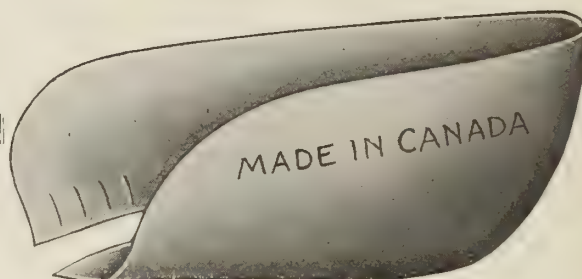
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Dependable Canadian made

The tough fibre-board, from
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are made, is the finest material
for wear for waterproof qualities
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Send for samples and prices on
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We have a splendid stock of high
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Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer
and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

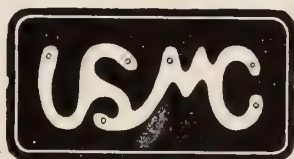
St. Hyacinthe Soft Sole Shoe Co.
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ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST, MONTREAL, PHONE MAIN 675
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MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED

**IF IT BEARS
THIS MARK**



**YOU CAN RELY
UPON THE QUALITY**

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122 Adelaide Street West, TORONTO

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The Toledo Button Machine
The Perfect Button Machine

Try It

In Your Own Store
Sold Outright
Fastens all Buttons
Fully Guaranteed

\$85

with Toledo
Rust Proof White
Wire for 12,000
operations

Payments if desired
Sent on 15 days trial

ORDER
ONE

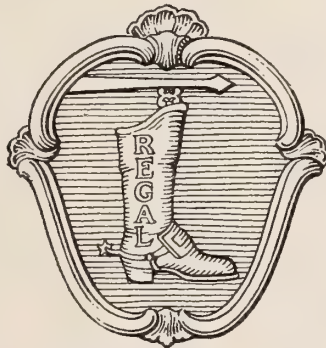


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In Canada

REGAL
The most popular
shoe in the world.



Let REGAL popu-
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your business.

The "Briton"

In name—in design—in quality, there has been no model to equal this well-known Regal Shoe for men. It has a neat, distinguished appearance that lasts until the last step.

Brown Russia Calf Bal. Leather or fibre sole and heel. Lace, hooks, or invisible eyelets to top. All sizes.

The Regal Shoe Co.

Limited

Office and Factory
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Send for our catalogue
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**Tested
Fibre**

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**"Sure-Step"
Rubber**

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The Panther Tread
**SURPASSES
LEATHER**



Panther Rubber Soled Shoes wear longer than leather and give greater comfort to the wearer. It is the ideal Footwear Sole for Rain or Shine.

Always superior to leather, Panther Soles and Rubber Heels are being more used than ever, owing to the increasing cost of leather.

Dealers should insist on Panther Soling and thus secure the best.



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"PANTHER"

RUBBER CO., LIMITED

SHERBROOKE

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QUEBEC



OUR "SEA" BOOT

Stands the Test of Hard Wear



HIP, STORMKING OR SHORT

Our latest production in Men's Pure Gum Boots. Strictly high grade and constructed to give wear where wear is needed most.

The "SEA BOOT" is making a big "catch" among fishermen. Those who are looking for the very best quality in Rubber Boots find that the "SEA BOOT" gives the best satisfaction and service.

Write our nearest Branch for farther particulars

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Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver, and Victoria.

Robinson Footwear brings continuous business from all classes of trade

RELIABILITY

The Keynote of our Success



JAMES ROBINSON

Reliable shoes for men, women and children—Reliable service and reliable personal relations—These are the strong points you will notice in dealing with our house. Bostonian shoes have all the newness that assures the latest styles, and the splendid reputation of being honest values. You will be able to see this more clearly when you have sent us an order for stock lines. Write us for information about new styles and our In Stock Department.

James Robinson

MONTREAL



WEAR !!

The magic sales builder in Rubber Shoes

You will be able to get what you want—when you want it—from “Independent” Rubber lines. We have stocked every popular style for all classes of business and are ready at all times to give you prompt, efficient service. There is always an “Independent” style for the man who is hard to please. Send your orders or write for information.

James Robinson
MONTREAL

Kant Krack
Dainty Mode
Royal
Bull Dog
Veribest
Dreadnaught

Independent Rubbers have no superiors



"Life-Buoy"

SUPERIOR QUALITY

Rubbers

See our range of samples before
placing your order for your

Fall Rubber Requirements

One of our salesmen will call on
you shortly and will be glad to
tell you why "Life-Buoys" are
your best purchase for next season.



The Kaufman Rubber Co.
Limited

Head Office and Factory

KITCHENER - ONTARIO

"Life-Buoy"

SUPERIOR QUALITY

Rubbers



Our

*Styles of Lasts,
Neatness of Construction,
Fit,*

and most important of all the

*Quality and
General Satisfaction to you
and your Customer*

are unsurpassed

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Vancouver	Edmonton	Saskatoon	Regina
Winnipeg	London	Toronto	Ottawa
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	Charlottetown		





THE NEW DUCK EXCLUDER

Warm Enough for Any Weather

TO produce an Arctic with the warmth and appearance of the regular cashmerette-top line, but with much greater strength and durability, was our object in bringing out this new Arctic. The uppers are made of heavy duck and backed with heavy fleece, giving more strength to the shoe without sacrificing warmth. This heavy duck is much stronger than cashmerette.

The intense cold weather of the past and present season, and the necessity for thrift in this, the most critical period in the history of the country, makes this a most economical line of winter footwear.

The extra strength of the duck top material, and the eyelets instead of buckles, mean added comfort and durability, and make them more economical than the ordinary line of Arctics and Excluders.



The Miner Rubber Company, Limited

Sydney, C.B., St. John, N.B., Quebec, Que., Montreal, Que., Ottawa, Ont., Toronto, Ont., Hamilton, Ont., London, Ont., Winnipeg, Man., Regina, Sask., Edmonton, Alta., Vancouver, B.C.

THE NEW DUCK ARCTIC



Strong Enough for Any Wear

THE New Laced Duck Arctic and Excluder. An Arctic that is stronger than the ordinary cashmerette line, that will shed water more completely, that will conform better to the shape of the foot and ankle (note the eyelets instead of buckles), that will not crack in the coldest weather, that does not sacrifice appearance. This is the New Laced Duck Arctic, made only by this Company.

The duck upper is thoroughly rubberized, making it shed water more completely than any other Arctic or Excluder. It will not crack in the coldest weather. Instead of having buckles the new Arctic and Excluder are made with eyelets, making them conform better to the shape of the boot and the ankle. This gives them greater warmth and keeps out the snow.

This new line should appeal strongly to all your customers and many who are not yet your customers. If you have a good trade in Arctics and Excluders now this new duck line will enable you to do a still bigger business.



The Miner Rubber Company, Limited

Sydney, C.B., St. John, N.B., Quebec, Que., Montreal, Que., Ottawa, Ont., Toronto, Ont., Hamilton, Ont., London, Ont., Winnipeg, Man., Regina, Sask., Edmonton, Alta., Vancouver, B.C.

Here Is a Shoe You Want

And in Stock, Ready for Immediate Shipment



DESPITE the scarcity of FIELD MOUSE BROWN KID, we have this beautiful shoe in stock in good quantities.

The pattern is a beauty, one of the best novelties of the season. If you want a good seller send us your order today. Carried in A, B, C and D Widths, at the price of

\$3.75

Ask for a copy of our new Catalog, showing a complete line of beautiful new Spring models.

D132 — Women's FIELD MOUSE BROWN KID 9-inch Lace, Field Mouse Cloth Top, Plain Toe, $\frac{2}{8}$ -inch Leather Louis Heel, Imitation Turn, CLASSIC LAST. A Width sizes $3\frac{1}{2}$ -8, B Width sizes 3-7, C and D Widths sizes $2\frac{1}{2}$ -8. Price \$3.75



Brown Shoe Company

—MANUFACTURERS—
ST. LOUIS - U.S.A.



1918 ——— Season ——— 1919

Headquarters for Leather, Felt and Rubber Footwear

Independent Rubbers

For the progressive
retailers looking for
bigger business.

Independent Rubbers have the unqualified endorsement of wearers of every community. This is one strong feature of the Independent line, that should be a big factor in deciding you to handle these well-known Rubbers for the coming season.

For every man, woman and child there is a special style and size that is "best" for that particular customer. Independents have always been a "HIGH QUALITY" Rubber, and this fact we are keen to emphasize, because we know the rubbers will back up our word. Place your orders now for next season. By getting your orders to us in good time, we can give you better service, better shipments, with the result to you of better business. We have a complete stock of Felts and Leather shoes and welcome your enquiries for any lines.

Our Brands of Rubber Footwear

KANT KRACK, DAINTY MODE, ROYAL, BULL DOG, VERIBEST, DREADNAUGHT,
SPEED KING TENNIS AND SPORTING SHOES.

Our Brands of Leather Footwear

THE IMPERIAL SHOE

For men and women. Made in all fine leathers—Goodyear Welt and McKay sewn.

MAPLE LEAF BRAND

Solid leather working shoes, every pair guaranteed.

THE SPORTSMAN'S BOOT

Made in Chocolate Calf; Pearl, Black and Smoked Elk.

VARSITY BRAND

Men's, Boy's, Youths' medium fine shoes, McKay sewn.

WITCH ELK

Prospectors' and Hunters' boots.

LITTLE CANADIAN

An extra fine line of Misses' and Children's Shoes.

"SUPERIOR" BRAND FELT FOOTWEAR

McLAREN & DALLAS

Distributors of Leather, Felt and Rubber Footwear

30 Front Street West

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-

-

TORONTO

Moving Fast!



Our Shoes Are Quick Sellers



Fall Samples—

Canadian Footwear Company's Sales men are on the road to you with samples of our fine new Shoes for Women, Misses and Growing Girls Profitable lines calculated to increase your shoe business and make more trade for you.

A Step Forward—that is our aim in shoe manufacture. Originality of design and correctly fitting footwear—in a word the "Acme" of Shoe Value.

Footwear information gladly supplied

Canadian Footwear Co.

Limited

MONTREAL

Salesroom : 44 St. Antoine St.

Factory : Pointe-Aux-Trembles

The Sign of the Slate

TODAY as in days of long ago, people believe in signs. The Sign of the Slate on a store is a guide to the consumer which tells him that Canada's standard shoe can be obtained there.



¶ Let our In-Stock department be your supply base. We will help you Carry On. We promise to forward the shoes immediately upon receipt of your order.

¶ Write for catalog of 40 In-Stock lines. Service prompt and efficient always.

The Slater Shoe Company, Ltd.

Established 1869

MONTREAL - CANADA



THEY WIN!

The Miner Brand commands attention when good material and workmanship are wanted.

Miner Models for Every Person

Shoes for men and boys, for women and girls, and for the smallest children.

See our large range of women's high-cut specialties, leather or rubber soled. These are selling well wherever shown.

Other Good Business Makers

Cravenette fleece lined and high cut black and colored goods with rubber soles. These fine lines are proving very successful. They will please you.

As for Hockey Shoes

You cannot do better than specify Miner make. We have a complete line of Quality goods at the keenest prices.

Don't be Out of Miner Felts

Those who have not yet bought these goods should do so now.

Celebrated Miner Rubbers

Our men are now out taking orders for this well known line. Quality and service guaranteed the best.

The Miner Shoe Co., Limited

MONTREAL OTTAWA QUEBEC TORONTO



Buy These Goods To-day IN STOCK

700 Kidduck Bluch. CUSHION WELT, pat. tip, EE	\$4.75
703 Dong. Blucher Bal., CUSHION McKay, EE	3.75
712 Duchess Brown CALF, 8 in., Sport last, Goodyear	6.25
717 Gun Metal CALF, 8 in. Bal. Plain toe, G. W., NEOLIN	5.00
719 Gun Metal CALF, 8 in. Bal., Tip Flexible Military Heel	4.50
731 Hav. Bro. Calf, Bal., Tip, G. W., Neolin ...	5.75
733 Duchess Brown CALF, 8 in. Bal., Plain toe, G. W., Neolin	6.25



**Order samples and be ready for the
Easter rush.**

High Grade Shoes—New Styles and Exceptional Finish.

Write us for further information.

The Midland Shoe Company
KINGSTON, ONTARIO



Superior Values

These popular shoes
are worth your
earnest consideration



*We make shoes
for Men, Women
and children in
new and snappy
styles*

We are able to make our shoes distinctive because we depend on *quality* to bring our repeat business. In these times when good leather is so hard to procure we are able (through our own tanneries) to secure the very first grade for all our lines. This in itself is a great advantage, but we have also secured *leading style* for the coming season and would advise you to give our samples your careful attention.

"Metropolitan"

Mens Welts—
Womens McKays.

"Paris"

Mens Welts—
Womens McKays.

"Patricia"

Womens Welts and Turns.

Daoust, Lalonde & Co.

LIMITED

MONTREAL, QUE.

Branch—Metropolitan Shoe Co., 91 St. Paul St. E.,
Montreal, Que.

DON'T GO ON A WILD GOOSE CHASE

GO
TO
TETRAULT
FOR
SHOES

"All Roads Lead to Rome"

We can as truthfully say: "All roads lead to Tetrault" if you insist on *quickest service; newest styles; and the best value for dollars spent.*

The largest welt manufacturers in Canada—
bar none.

That is the reason.

FOR SALE BY ALL LEADING JOBBERS IN CANADA

Tetrault Shoe Mfg. Co., Limited

European Office and Warehouses
9 Rue de Marseilles, Paris, France

MONTREAL, P.Q.

Study The Question Closely And You Will Agree

—THAT—

CLARKE'S Patent Leather

is superior value and the best leather for modern shoe making. It has the bright attractive appearance which sells the shoes at a glance, and it has the good wearing quality which satisfies the customer

Place your patent leather order with

A. R. Clarke
& CO. LIMITED
TORONTO

MONTREAL

QUEBEC





WYCLO

"The Shoe Cloth of Many Merits"

Not only is it economical, but it sacrifices none of the elements that make for style, appearance and wearing quality. The cost is such that it can be used in moderately priced footwear; the quality is good enough to go into high grade goods.

Gitterman

Henry & Co.

33 SPRUCE STREET, NEW YORK
Boston, St. Louis, Rochester, Haverhill
Philadelphia, Toronto, Can.



ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY**
LIMITED



BENNETT

TRADE MARK

WEARS with COMFORT

Makes the *new* shoe feel like *an old friend*

FITS and STAYS FIT

Keeps the *old* shoe looking *new*

Made from the best fibre, manufactured by us *especially* for counters. Moulded by scientific *process* that *fits* them *perfectly to your last*. Water and oil proofed as chemists can make them, yet *flexible* and *comfortable* WITHOUT SACRIFICING ONE BIT OF WEAR.

If in doubt, send for samples and test for YOURSELF.

Made and sold only by

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, QUE.

Sales Office— 59 St. Henry St., Montreal

The VULCO-UNIT BOX TOE

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915



Is now being Manufactured
at our
CANADIAN FACTORY
at
SHERBROOKE, QUEBEC

BECKWITH BOX TOE COMPANY
Sherbrooke, Quebec, Canada



The Final Function of Good Counters

is to give absolute satisfaction when the shoes are worn
—therefore they must have the proper fitting and
serviceable qualities.

SPAULDING'S
Fibre Counters
Guaranteed

Always Give Satisfaction

Made by the same Spaulding that manufactures Spaulding's Oak Tan Fibre Innersoling

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.,
329 Arch St.

CINCINNATI
Taylor-Poole Co.,
410 E. 8th St.

ST. LOUIS
Taylor-Poole Co.,
1602 Locust St.

CHICAGO
J. E. D. McMechan,
217 W. Lake St.

SEVEN FACTORIES :
Tonawanda, N.Y. Rochester, N.H. No. Rochester, N.H.
Milton, N.H. Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Canadian Agents:

International Supply Co., Kitchener, Ontario, and Quebec City.

V. Champigny, Montreal.



White Rubber Footwear

That White Rubber is better than other colors is more than a fancy—it's a fact. Only the purest ingredients are used to manufacture White Rubber and that means the finished product has more life.

Our White Rubber line of boots and lumbermen will stand the acid test for wear. It is guaranteed to give the utmost in service and comfort.

Our pure White Rubber will not turn yellow, no matter how long in stock. It will not deteriorate, it will not crack, it will not sag or get floppy.

Our White Rubber looks fine, it feels fine, it IS fine.

Make your Fall trade a White Rubber trade and build up your business with the workman, because our White Rubber line will appeal to those who want heavy service footwear

Canadian Consolidated Rubber Co., Limited

Head Office - Montreal

Service Branches throughout Canada

Footwear

in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission
as second class matter.

Entered as second class matter July 18th, 1914, at the Postoffice at
Buffalo, N. Y., under the Act of Congress of March 3, 1879.

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Single copies 15 cents

Vol. 8 March, 1918 No. 3

Daylight Saving Practically Assured

Just as we go to press announcement is made by Sir George Foster that Canada is virtually assured of daylight saving law. This law had been in force in Germany, he said, since the first year of the war, and had been adopted by many other countries since then. All who adopted it had continued, and he thought this was ample proof of its success. The scheme, of course, had some disadvantages, but the benefits were more numerous, and the greatest good to the greatest number had to be considered.

In a recent issue of Footwear we took occasion to direct the attention of our readers to this matter and its bearing on food production. If back-lot and vacant-lot gardening is worth encouraging at all; if the amount of food that can be produced in this way is really a factor in relieving the food shortage—and we believe it is—then surely an extra hour every evening for the gardeners will prove an important and well-deserved concession. Most garden enthusiasts are those who work long hours and get, at most, only an hour to an hour and a half each evening. Thus the extra hour gained by daylight saving will be of great

value in increasing production. Then, again, the extra time will have a decided tendency to induce those who have been indifferent in the past—those who have felt they had not the time at their disposal—to become producers.

A shoe retailer in one of the Eastern provinces has commended us for our attitude on this matter. He tells us of his son being at the front and how he is trying to further assist the government in his small way by growing his own vegetables, etc. His letter concludes:

"I am running my business with the assistance of my youngest son and daughter. I have a small place, where we grow all our vegetables, potatoes, and apples, and can keep two cows. We find it a great help these times, and **as dark often found me in my garden at work last summer**, I am glad to see your journal going in for daylight saving."

This is the feeling generally expressed and constitutes one of the strongest possible arguments in favor of the move. As an addition to the several reforms that have made for increased efficiency and effectiveness during the past year we cannot but believe that this "daylight saving" legislation will be of the utmost value.

Wouldn't this be an opportune time for shoe merchants to decide that the afternoon spent in the open air is as much the right of retailers as of any other class of citizen—and agree, all over Canada, to close their stores early?

* * *

The Proprietor Suffers

It does seem a matter for regret that shoe men cannot in a more able manner cope with the element of discourtesy and inattentiveness so prevalent among many sales staffs. The other day a man went into one of the largest shoe stores in Toronto. Three clerks were waiting on customers, two others were standing by the door, apparently having been engaged in removing a window display. The customer waited for some minutes, but the pair at the door made no effort to even acknowledge his presence, until finally, losing patience, he started out. This action led to one of the men stepping forward with "Something you wanted?" No, there was nothing he wanted—just breezed in to see if the back of the store was at the rear, and, having found it was, he went to the store down the street, where a courteous salesman attended to his wants promptly and satisfactorily.

The proprietor of the former store suffers, of course, because of the action, or lack of action, of his clerks. The public is too busily engaged with the business of living to differentiate between the policy of the proprietor and a lapse in its enforcement by a member of the sales staff. The result is always the same—the offended customer blacklists the store and circulates the damaging evidence on every occasion.

Shoe retailers would do well to take their clerks in

Honesty and Truth

Honesty and truth travel hand in hand—they are two very important factors in successful salesmanship; yet there are thousands of so-called salesmen who are daily practising deceit, thinking and believing they are putting it over. What fools! Temporary success may be gained that way, some sales may be made, but permanent and lasting success—never.—Geo. A. Simpson, sales manager, Steel Company of Canada.

hand and endeavor to teach them the fundamental principles of good salesmanship, emphasizing that not only the success of the store but their own as well depends upon their manner of handling the public. The matter of securing competent help is, of course, aggravated greatly by military demands, but the next best step is to endeavor to mould available material into some example of what it should be. Friendly talks and suggestions to salesmen at stated intervals go far towards cultivating a service-giving element among clerks. The personality of the proprietor can often be made so dynamic as to keep his men enthused with their work and anxious to co-operate in every possible way to ensure the success of the store, securing for themselves in turn the added remuneration that every fair-minded employer will gladly grant.

* * *

Less Capital— More Turnover

Several manufacturers have assured us they will fall in line with the United States Commercial Economy Board's ruling as applied to the height and color of shoes. This should constitute a very considerable help to retailers in reducing stocks and securing more frequent turnover. The increased price and variety of styles during the past couple of years have given to the retailer a problem difficult of solution. High prices should have habituated the average retailer to a smaller number of lines, but this influence was offset to some extent by the wide range of styles demanded and also by the fact that many, in an anxiety not to be caught by the predicted leather shortage, considerably overstocked their stores. The year 1918, however, promises better results, both for the public and the retailers, through the reduction of stocks and styles and increased effectiveness in general business conditions. The necessity for stock reduction and more frequent turnover has been again emphasized by successful retailers at various conventions in the recent past, and it is to be hoped that this excellent advice will be taken very much to heart. The policy of every retailer should be "Less capital and more frequent turnover." Even when prices become more normal it will be an ideal condition if retailers continue along the same line.

Montreal Shoemen Organize

Many of the prominent Montreal shoe retailers are making a serious effort to form a strong association, with the object of combining to deal with many questions which affect their business and also to discuss from time to time subjects which will make for better merchandising. The association is anxious to co-operate with the wholesalers and jobbers and to foster relations which will obviate friction. No one need be reminded, in these days of unions and societies, of the power which can be exerted by bodies formed for the purpose of protecting their legitimate interests. Individually retailers can do little to bring pressure on governments and other bodies, but united they can exercise an influence which cannot be easily disregarded. Aside from the domain of public questions affecting retail trade, such associations have an educational and economic value arising from the discussion of timely subjects. The meetings afford opportunities for the interchange of views on matters directly affecting business problems, and in this way enable the members to profit by their experiences. Frank discussion will remove many misunderstandings and jealousies and go a long way toward eliminating ruinous competition. By getting together shoe retailers will develop a disposition to work harmoniously—to know each other in a way that is not otherwise possible. The shoe retailers of Montreal are to be congratulated on having made a very promising start in organizing.

The Ad and the Man

HE saw an ad. from day to day,
And muttered: "I defy it!
Their stuff may be just what they say,
But I'm not going to buy it."

As time wore on he made remarks
It would not do to mention;
For he was mad because that ad.
Was forced on his attention.

But in a week, or two, or three,
He said: "There's no denying
The way that ad. gets hold of me—
The stuff may be worth trying."
For just about a fortnight more
He dared mere words to win him;
And then the ad. completely had
Aroused the spender in him.

Next day he drifted in a store
And quietly expended
A few big iron dollars for
The stuff the ad. commended.
He found it filled a long-felt need;
Its excellence surprised him.
And now he's glad because the ad.
So deftly hypnotized him.

Are You Ready for the Easter Trade?

Weather doesn't look very promising, but don't let that prevent you from playing up the Easter idea as big as you can

EASTER this year falls one week earlier than last year—on March 31.

At that time old King Winter is just about on his last legs, near relatives have been summoned and the undertaker has been promised a special fee to get the job over quickly. But there are no mourners. To most people Easter is more of a harbinger of spring than robins and pussy willows—it's the time when nearly all of us emerge from the heavy overcoat, the winter "undies" and the overshoes, to habilitate ourselves in adornment more airy and seasonable. Particularly in the fair sex the spirit of re-decoration at this season is paramount, and the present winter has been so keenly felt by everybody that the first evident recognition of the approach of Easter will be just about the best news since Hector was a pup.

And the best news of all for the shoe retailer is that footwear has usurped more than ever the place of prominence in Miss Easter's costume. Once upon a time it was the milliner's store to which led the most beaten path, but now it is the shoe store, and the retailer who is going to get the most business is the one who starts in right now to plan his sales campaign. Let us sit down, put our feet up on the desk, and talk it over for a few moments. Let us formulate a few ideas so that we may reap our just share of the dollars spent during this great "dress-up" time.

New shoes for Easter? Absolutely yes! Let this be the theme of your Easter advertising—the costume cannot be complete without new footwear. This does not necessarily imply that the shoes must be in the nature of very fanciful creations; there are just as many opportunities extant in the more staple styles because of the very considerable number of people who must purchase from the standpoint of utility rather than style. The appeal, "New Shoes for Easter," will therefore appeal to the wearer of staple styles quite as much as to the wearer of more delicate fancies.

The main point to remember in selling Easter shoes is to act and look the part, both in your store and in your advertising—just the same as you put the Christmas spirit into your Yuletide campaign. The one



big difference is, however, that instead of the ruddy good cheer emanated at the Christmas season you will find it necessary to employ qualities of simplicity and cleanliness—delicate light colors, instead of the warm red glow of Christmas. Easter's emblem is the lily, and in that pure petalled flower is embodied the spirit of the season.

The most delicate and dainty treatment is necessary as the keynote for all Easter advertising and window display. Color need not be neglected, but should be used with great care. The strong contrasts used at other seasons of the year are better overlooked at Easter time. They will not have the same purchasing pull. How can they, when the spirit of the public is so different and pervaded altogether with the Spring and Easter idea?

A well-known display manager once said: "Charm the children, if you will, with Easter eggs and fluffy yellow chickens, but show to the purchasing public all your loveliest, newest and most refreshing merchandise, and show it in the daintiest, most delicately refined displays, and results will reward your right reading of the Easter message.

There can be little doubt of the value of bunnies, chickens and egg designs in Easter displays because they are just as symbolic of the Easter spirit as the lily. A combination of them all in various display cards and window trims cannot fall short of securing the desired results.

While new and original designs and ideas are always preferable, some retailers have used such expressions as "Newly Hatched Styles," "Just Out," in connection with a few fluffy little chickens scattered around. "Choice Easter Pickings" is also a good caption for a display card. All of these lend force to the Easter idea and should be played up to the fullest advantage.

In newspaper advertising there is also offered an opportunity for sales-producing copy such as is only experienced at the special seasons. Last year it was gratifying to note that retailers all over the country were more than ever alive to this fact, and some very attractive advertisements were shown. There was not, however, the same amount of enthusiasm shown as at the

Christmas season, and, as Easter has always been the generally accepted time of re-adornment, it is to be hoped the newspaper displays will this year show a marked improvement in numbers and quality—in quality because considerable betterment could have been made in the publicity of last year.

Like all other busy seasons, the "shop early" movement is just as applicable at Easter—only, don't practice the habit of holding last-minute sales after many customers have taken your advice and made their purchases well in advance. It can be explained in favor of this movement that stocks are complete, selections wider and service better.

It is always advisable to use artistic line drawings in Easter advertising, if these are to be used at all. Avoid giving the display a heavy appearance. If you're going to run cuts of shoes, be sure they are line-cuts. The greatest drawback to advertising in almost every town and city in the Dominion is the indiscriminate use of half-tones in newspaper work. They never did give the best results on newspaper stock and never will, and the best advice of any advertising

man worth his salt is to leave them strictly alone. If you can't use line-cuts it might even be better not to use any.

Shoe merchants have also found value in special Easter booklets—not necessarily expensive—but dainty in design and printed on good paper. The message should be short and the copy neat. These can be distributed from house to house or mailed to a specially selected mailing list.

Easter preparations cannot be carried out in a rush at the last moment. Get busy now—**Act!** Compile your mailing lists and prepare your advertising copy for newspapers and circulars. Plan your windows and get your show-cards under way. Get after the Easter business this year as you have never done before—it's there, waiting. Study the Easter spirit, color harmonies and emblems, and you will then be in a better position to plan your course of action. Never mind the weather. The circus is coming to town and the manager is not going to let the fear of rain prevent his putting up the posters and selling the tickets. Rain or shine, Easter is the one time when the shoe retailer should concentrate his mind on bigger business.

What Did Jason Thompkins Say?

Well, What Would YOU Have Said? A Little Business Story That Tells
of Some Methods That Brought a Store to Better Profits—
Possibly There's Some Light in it for You, Too!

JOHN Segar, Jason Thompkins' head clerk, sat at his desk checking over a mailing list that did not need to be checked—waiting for the storm to break which he knew was gathering in the mind of his employer who sat poring over the store's massive ledger.

Segar had more than a passive interest. He was one of those patient, yet active-minded men one finds so often in the employ of just such men as Jason Thompkins, men who are destined in time to become partners in the business.

He knew his employer's moods. He hoped that, deep in his heart, the old man was at last convinced that his accounting methods, with all their voluminous detail, were not suitable to the store, and he believed the time may have come when the old man was ready, if he had but half a chance, to consent to the change.

As straight as a string and as certain in his habits as the coming and going of the seasons, the old man was inclined to cling to ancient methods with that

same degree of determination that had, in reality, been the mainstay of his business success.

Segar fumbled through the cards aimlessly, smiling as he recalled the long battle he had before the old man had consented to the thought of having a mailing list of customers there. Why advertise to customers, he had wanted to know? And then, too, there had been the long pull for better show windows and the rearrangement of stocks, so that the staples went to the back of the store, and those things which people might buy, but did not have to have, were displayed in front. Both these changes, and many others, had come about through Segar's patient insistence, and in each case, the old man had consented reluctantly but had afterward thanked John Segar.

Bank Refused an Extension

On this very morning Segar knew the problem of accounting would come up again, for Segar was aware of what Franklin Burns, of the First National Bank, must have said about that extension of credit the store needed to tide it over. He had known the purpose of

the old man's mission. yesterday afternoon, and Thompkins had returned to the store decidedly down in the mouth.

"I can't understand Burns," Thompkins mumbled, half to himself. "He's getting swell-headed, I guess," and the old man leaned wearily back in his chair.

"Why?" asked Segar, to draw him out, for he had learned long ago that even after his employer had made up his mind to a thing, it was best to let him take his time.

"He's a little up-start!" the old man exclaimed. "He refused to give us that extension, John, and goodness knows what we will do—said I would have to give him a better statement of how we stood, and I worked half the night, and here I am this morning, no better off."

"Well, he might be a really good friend of——"

"Friend indeed!" the old man exclaimed. "I've half a notion he's right about the books, and they are a fool nuisance. I might as well not be keeping books, for all the good they do me. But he knows I'm on the square—he knows I'll pay—I always have!"

"He knows you will if you CAN," said Segar, speaking in a low, undisturbed tone.

"If I can, eh? Well I guess—I mean, I know I can," and the word **guess** took him off into another train of thought. Only a week before young Smith from Brown, Finch & Co., the jobbers from whom the store had bought most of its goods for years, had been down to offer to help prepare the store for the coming of the Enterprise Chain Stores Co. soon to establish a branch in town, and young Smith had used the word **guess** so much that the old man was sick of it. "Burns talked just like that little fellow that Brown, Finch's sent down here," he said, "and I'm sorry I ever told Millie about him because she has been after me ever since to write Brown, Finch's to have him come back. And, for the last week, John, you haven't talked about anything else. All of you think I don't know what I need, when as a matter of fact, John, I'm not stubborn. They have to **show** me that's all. They all say the same things, just like they had had a meeting. I wonder if the man from Brown, Finch's talked with Burns? If I thought he had——"

"Maybe they all agree because they are all right," suggested Segar, smiling.

Segar felt sure, now, that the time had arrived, if he could only keep Thompkins on the track.

Jason Couldn't Find the Figures

"I s'pose you really would like to have more facts about your business if you had a system that would show you where you stood—in fact, you have told me that lots of times with your own tongue. When that young fellow from Brown, Finch's was here, and you told him that you did not need the new books he brought and offered you, he asked a lot of questions about your business, and you told him you didn't have to give him that information. Why didn't you give it to him? You have traded with Brown, Finch's for a long time. They're good, square people."

The old man smiled faintly for the first time during the conversation, and with a sly expression he half whispered, "The fact is, John, I couldn't have found those figures if I had had to."

"It seems to me," said Segar, not wanting to press the advantage the confession gave him, "that the chain store, and the refusal of the First National are not nearly so important as some other things, after all. We have been losing sales all this week because

we did not know the stock was out. The right kind of system would save us that sort of thing. And we don't know what clerks are making the best sales, except by guess work; and we can't encourage the good ones by paying them what they're worth, because we don't have the figures. I'd like to pay each clerk what he earns."

"That would cost a lot of money," the old man ventured.

"Why, no—it would make the good ones better to encourage them by paying what they are really worth. They have a right to it."

"I guess that's right," Thompkins said, in a reminiscent mood. "I remember when I started in. I sold twice as much as any other clerk in the store, all for the same wages the rest got, and I was mighty discouraged, sometimes."

"Yes, and I used to feel the same here," said John, in even, serious tones, "and another thing, we need a better system to keep our outstanding accounts down. We would hardly need the money from the First National if our books had kept telling us, **every day**, just where we stood, so that we could keep down the outstanding accounts, and could keep our stocks down to the right level. We don't know, right now, what the stock amounts to, and of course you remember the trouble you had after that little fire, trying to make an adjustment, two years ago—remember the time we lost getting money and getting started again?"

The old man made no response. He was deep in thought. "And," John went on, "you remember that the last inventory showed the stock \$1,200 short, and we couldn't tell where it went. Sometimes I wonder if we aren't responsible if we make thieves of clerks by making it so easy to get away with things."

"Thieves—why I never thought of it that way, John," the old man stammered, for in his heart he had a genuine regard for the best interests of his employees. "I guess that's about right," he added, after a little reflection.

"Brown, Finch's are pretty good people. 'Twould be funny if they gave an old customer a poor system, wouldn't it?" John ventured in low, deliberate tones.

The old man wheeled about, his old chair scream-



Mr. J. H. McCrady, who is now covering Western Ontario for the Lady Belle Shoe Company, Kitchener, and the Hydro City Shoe Manufacturers, Kitchener. Mr. McCrady was formerly with McLaren & Dallas, Toronto.

ing for an oiling, and he sat for a moment, rolling his pen between his thumb and forefinger, gazing into John Segar's quiet face, but seeming to look much further away.

"I guess I did treat their man in a shabby way, especially considering the way old man Brown has stood up for me through the panic and all. I suppose I ought to write them, like Millie says—and she will keep after me till I do. But I'll not ask them to send the man back, I'll just tell Hiram Brown that I didn't treat his man right, and maybe——"

Segar Springs a Surprise

The old man stopped. His jaw dropped. One by one he saw Segar drawing from his desk the very books Brown, Finch's man had wanted to show him. A sigh escaped him, for he could now have them without the humiliation of writing the house about it; and he would tell Millie, and that fusilade of gentle, but insistent comments that had greeted him every time he reached home at the end of his long vigils over his books after supper, would stop.

"John, I always could count on you," the old man exclaimed in such a manner that it warmed the cockles of Segar's heart, for Jason Thompkins was not much given to praising people.

"This," said Segar (and the old man was leaning over him engrossed with the exclamation), "is a complete day to day business record. You see, it's all in one book. You could carry this home under your arm every night. See how complete it is," pointing to the page, "and simple, too. Why, little Mary Mulvey, that new findings girl, could keep this book. And still it's double entry, so there's not much chance of a mistake. This one (referring to the other binder), is the stock record—not absolutely essential, but it tells in detail where we are making our money and which clerks are making it for us. You see," he added, "young Smith came up to the house that night and explained them to me, and I have been looking them over nights. They are mighty simple, and complete, too."

So he proceeded to explain the records, one after another, and to demonstrate the kind of information they would give—just the kind everybody had said the store needed.

"By the way," said Segar, interrupting the old man's interest abruptly, "did you ever hear from that man from Owensville who wanted to buy the store a while back?"

The old man had carefully avoided telling Segar the man's answer—but he did so now. "He said he wouldn't buy because he couldn't find out anything about the business from the books," he said. "I couldn't sell the store. I couldn't get an extension at the bank. I had Brown, Finch's thinking maybe I was shaky. I haven't made a profit for five years—I could not get all that was due me after the fire, I——"

"Oh, well, you are going to get rid of all those troubles now," said Segar, hurt by the weariness of the older man's tones. "I have the thing all worked out. I want you to take that vacation you've been talking about for five years, and when you come back, I'll have the inventory done, and these new books started. I've been studying them and with half an hour in the evening, when nobody much is in to bother, I can keep them, and you can have more time down in the store to meet the people who come in after you get back from your vacation."

"Vacation—well, I swan! I believe——"

Final Recommendations of the Commercial Economy Board of the U.S.

THE shoe recommendations of the Commercial Economy Board of the United States Council of National Defence for the fall season of 1918 have now been issued in their final form to manufacturers, wholesalers, and retailers. They are as follows:

1. That no women's shoes should exceed nine inches in height (measured from breast of heel at side to centre of top at side of finished shoe).
2. That no children's and misses' shoes should exceed seven inches in height (measured as above).
3. That each manufacturer should restrict his output of men's shoes, except canvas, to the following colors: Black and two shades of tan.
4. That each manufacturer of women's shoes should restrict his output to the following colors: Black, two shades of tan, and two shades of grey.

With the single exception indicated, the regulations apply to shoes of all materials.

The recommendations are part of the Commercial Economy Board's general program of forehandedly working with business men to eliminate needless uses of men, materials, equipment, and capital, as necessary to meet war requirements. The board is working similarly for the conservation of various other materials, including wool and woolen cloth, paint, and tin, and for the simplification of retail delivery service, in each case with the voluntary co-operation of the men in the trade.

Some of the facts which the board had in view in proposing further conservation in the shoe and leather business were the following:

That about 99 per cent. of the goat and kid skins used for shoes are imported, many of them from the remotest parts of the world, and that the tonnage necessary for these importations must be conserved; that about half of the other leather used for shoes is also imported in ships; that if, as is asserted, there are now large stocks of leather in the country, these stocks should nevertheless be husbanded; that excessive multiplicity of shoe styles means needless work in both manufacturing and selling and ties up needlessly large amounts of capital in the stocks of dealers, at a time when the government is making increasing demands for capital upon all citizens.

In conference and through correspondence this situation was laid before hundreds of representative men in all branches of the shoe and leather industry, from tanners to retailers, and their views were asked as to how the situation could best be met. There was widespread agreement on all four points of the recommendations as given above. The program is already assured very general support. The board expects this support to be unanimous. As a result, leather and other materials will be saved, waste effort in the making and selling of shoes will be reduced, the rate of turnover in factories and in wholesale and retail stores will be quickened, operating costs will be lowered, and considerable sums will be released for the purchase of Liberty Bonds. Furthermore, the board is assured that the savings will be passed on to the public through closer prices on shoes.

The letters to the wholesalers and retailers request them to purchase only such shoes for the fall of 1918 as conform to the recommendations. At present no similar appeal to the public is contemplated.

Stock Reduction Discussed by Montreal Shoemen

Boot and Shoe Section of Retail Merchants' Association, Montreal, Already Doing Good Work—Mr. R. E. Dildine, Well Known Sales Manager, Advises Curtailing Stocks

About fifty retail dealers attended a meeting of the boot and shoe section of the Retail Merchants' Association of Canada, held on February 13, at St. Denis Street, Montreal, when Mr. R. E. Dildine, general sales manager of Ames-Holden-McCready, Ltd., Montreal, spoke on the subject of "Curtailing Stocks." The meeting was one of the best ever held in the city, and composed both French and English retailers. Mr. Dil-

danger to all business men that they will not realize how important it is that they should understand conditions thoroughly and adjust their business policies accordingly for their own safety. It is not only changes that have already taken place with which we have to contend, but we are confronted with new problems almost every day.

The Cause of All the Trouble

It may be some satisfaction to know that if your problems seem to be large ones you are not alone, for practically the same difficulties are being encountered in all lines of trade, and not only by retailers, but also by manufacturers and jobbers. This subject is too large and the situation too complicated for anyone to attempt to cover the whole ground in a few words. For that reason I believe that if I can leave with you just one valuable thought or idea that will be helpful to you in your business it would be much better than to attempt to present many facts which might be told.

Most of the problems which business men are trying to solve to-day are due directly or indirectly to the great advance in prices for merchandise. For example, take the matter of stock investment. If before the war you were carrying \$20,000 worth of stock you must



Mr. Geo. G. Gales, Organization Committee, Montreal Shoe Retailers' Association

dine's speech was translated into French by Mr. Beaudry, of the Retail Merchants' Association, and other speeches were made in the two languages.

Mr. George G. Gales presided, and in introducing Mr. Dildine stated that the committee hoped to make arrangements for educational and timely talks on subjects of interest to the members of the section and to discuss public matters which required immediate attention. The committee had passed a resolution offering their co-operation to the government on the fuel question, and had suggested that, if possible, the closing days be Sunday, Monday, and Tuesday instead of Saturday, Sunday, and Monday, in order to give the public a better opportunity to obtain their week-end requirements. This resolution was, of course, too late for any effective action in the past, but it might exercise an influence in the future.

Mr. Dildine, in the course of his speech, remarked that he could assure the shoe retailers that all manufacturers were interested in the success of the retailers, for the more successful they were the better customers they were for the manufacturers. The latter were, therefore, keenly interested in giving every assistance to the retailers. He continued:

So many things have happened to change and to upset established business methods since the war started that we are all getting used to the idea that conditions are abnormal. For this reason there is grave



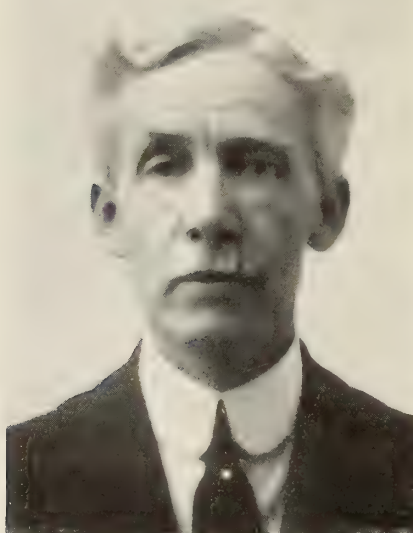
Mr. J. Pierre Vinet, Organization Committee, Montreal Shoe Retailers' Association

now carry \$30,000, or an increase of 50 per cent., providing you are maintaining the same volume of sales in pairs, and consider it necessary to carry the same amount of stock in proportion to your sales.

Very few merchants have been in a position to finance such an increase in their stock investment. Manufacturers and jobbers are in the same position, and they cannot afford to help the retailers to carry this increased stock investment by extending credits or terms. In fact, manufacturers and jobbers are finding it necessary to curtail credits and shorten terms. There

is only one answer to this problem, and that is to reduce stocks. It is a strange, but also a fortunate, fact that in times of necessity we find it possible to do things which we thought impossible before.

No doubt most merchants have thought that their stock was no larger than required for their business, but is a fact that 90 per cent. of the shoe stocks in this country have always been from 25 per cent. to 50 per cent. larger than necessary, and there are really a good many merchants who have carried, and are still carrying to-day, two or three times the amount of stock they need. Practically every merchant can reduce his stock, without affecting his sales, if he makes a real, in-



Mr. W. H. Stewart, organization committee, Montreal Shoe Retailers' Association

telligent effort to do so. My own firm is carrying out this policy of reducing stock, and we find that we can do it by keeping better track of the stock and in other ways.

A great many merchants have been and still are fairly successful, in spite of the fact that they carry too large stocks, but such merchants could be very much more successful if they gave this subject more attention. On the other hand, too large stocks are the fundamental cause of a large proportion of failures in business.

Money Should Earn 10 Per Cent.

When a merchant starts in business he invests a certain amount of money in that business because he feels that he can make it pay him better than to invest the money in some other way. Everybody knows that if you have some money that you are not using you can make a perfectly safe investment in government bonds, which will pay you interest of $5\frac{1}{2}$ per cent. If you cannot make more than that in your business it would be much better to have your money in government bonds, where there would be no risk and no hard work attached to looking after it.

When a man invests his money in a business where there is considerable risk and where it requires some brains and hard work to look after it, he should expect the investment to earn a higher rate of interest, say, at least 8 to 10 per cent. Therefore, if you have \$10,000 invested in your business and your net profit is not at least \$1,000, or 10 per cent., your business is not really

successful. You may be able to get along from year to year and make a little money, but you are not making enough to warrant the risk or the hard work in connection with it.

Every shoe retailer should turn his stock at least twice a year—that is to say, if you have a \$10,000 stock at cost prices your sales should be about \$30,000 a year, but that is not really enough. The most successful shoe merchants are turning their stocks three to four times a year, and I know of merchants who are turning their stocks as high as six times. This may seem like an impossibility to a merchant who has been in the habit of turning his stock from once to twice a year, but I can assure you that it is being done, and that it is possible for any merchant to do it who gives this subject enough time and attention.

The three principal causes of excessive stock are buying too much in advance, buying too many similar lines, and buying too large quantities of lines that move slowly.

One of the most successful shoe merchants I have ever known told me some of his methods in buying by which he has kept down his stock. He said: "Every time I place an order, I have in mind the thought that I am not going to buy more of any line than enough to last me for four months."

This man confines his buying to as few houses as possible because then he is not liable to buy too many similar lines. He finds it to his advantage to buy from houses that carry stock, because that makes it possible for him to place sorting orders frequently and get



Mr. T. Dussault, Organization Committee, Montreal Shoe Retailers' Association

quick delivery. Instead of carrying a reserve stock he lets the manufacturer or jobber do it for him.

Every dealer is obliged to carry certain staple lines which do not sell in large quantities. Such lines run into money if they are bought in case lots. This merchant does not buy them that way. He carries about twelve or fifteen pairs of such a line in assorted sizes and sorts in sizes as he sells them.

Mr. Dildine concluded by reading the following circular, issued by Ames, Holden, McCreedy, Ltd., giving a review of market conditions as they affect retailers:

"When all the conditions involved are considered, there is no reason to believe that shoe prices will be

subject to any material change during the next few months.

"The important facts about present market conditions on which we base the above statement are as follows:

"The hide market is at present weak and inactive, but that is a normal condition at this time of the year, when a poor run on hides is always offered at reduced prices.

"It is also a fact that tanners are now offering certain kinds of leather at slight reduction in price. However, they have been doing this for the past six months,

a level with the price at which shoes are being sold to-day.

"A careful survey of all the conditions involved at this time indicate that for the next few months prices of materials will not go any lower than they are to-day, the only strong element of uncertainty being the course of the war. The large and ever-increasing demand for leather for war purposes will undoubtedly cause a growing shortage of heavy sole and upper leathers, with a corresponding effect on the price of these grades for domestic use.

"In lighter leathers the situation is more reassuring. It is definitely known that there is at present a good supply of hides, and, while there is no danger of a shortage for some time, there is no good reason to expect lower prices. The large surplus stocks of materials and shoes accumulated by manufacturers, jobbers, and retailers in 1916 are practically cleaned up and stocks are generally low. Manufacturers must now buy materials for their fall run. The demand for hides and leathers will, therefore, soon be back on a normal basis, and when that happens the stability of the market will be established very quickly.

These are the facts as we see them to-day. It is not safe, however, to figure very far ahead. Conditions depend, very largely, on the course of the war.

"The policy of this company will be to operate on a conservative and economical basis, to keep our stocks



Mr. C. R. LaSalle, Organization Committee, Montreal Shoe Retailers' Association

not because they could afford to do it, but because they were not getting a normal volume of business and were willing to take smaller profits, or no profit at all, if they could thereby get enough orders to keep their plants going.

Overstocking Boosted Prices

"The reason for this condition is clear and simple when the facts are known. During the year 1916 everybody, including manufacturers, jobbers, and retailers, overbought to a certain extent on the rising market. This heavy buying movement was in itself a factor in boosting prices of materials higher than conditions actually justified, but the highest level of prices was reached only after the heavy buying had stopped, and very little buying has really been done at the top prices. Since March, 1917, the reaction has been working. Manufacturers, jobbers, and retailers have been working off their big stocks and doing comparatively little buying. Retailers have bought considerable goods for spring delivery, but these goods will be delivered largely from the big surplus stocks which manufacturers and jobbers had on hand, and which they have sold to retailers at prices based on the cost of materials before the top prices were reached.

"It was inevitable that under such conditions the law of supply and demand would keep prices of raw materials down to their proper level, and that is exactly what has happened. So, while prices of hides and leather are now slightly reduced from the highest point reached in the advance, they are really about on



Mr. J. T. Lemire, Organization Committee, Montreal Shoe Retailers' Association

down as low as possible, and replenish them often.

"We recommend the same policy to our customers, with the assurance that all of our large resources and equipment for service will at all times be at their disposal."

A Co-operative Organization

Mr. C. R. LaSalle emphasized the value of such organizations, while Mr. J. O. Gareau remarked that the shoe section was the bete noir of his departmental store. He urged co-operation with a view to eliminate any grievance from which they might suffer, as it was by united action that effective work could be done.

Mr. F. W. Stewart, chairman of the Montreal Pub-

licity Association, agreed with Mr. Dildine on the necessity of retailers keeping their stocks within rea-



Louie Adelstein, Organization Committee, Montreal Shoe Retailers' Association

sonable limits—let them refrain from speculation in purchasing, as otherwise the results were likely to be

unfortunate. Referring to a statement by Mr. Dildine, that his salesmen would probably not agree with the advice to cut down stocks, Mr. Stewart said a salesman who sold to a customer beyond his requirements was not, in his view, a good salesman, as this overbuying was not, in the end, satisfactory, either to the buyer or seller.

Mr. H. Viau suggested the formation of a co-operative organization for the establishment of a clearing house, to which retailers could send their odd sizes and job lots to be sold, and retailers receiving the proceeds in proportion to the goods sold.

Mr. L. Adelstein outlined the organization of bureaux in different districts where merchants could exchange odd lines and other lines which were complete. This would enable retailers to get rid of certain goods which did not sell quickly and which were required by others in the same district.

Replying to Mr. Adelstein, Mr. Dildine stated that there were many manufacturer who carried stocks, and firms were glad to give prompt service in filling factory orders. Instead of placing a heavy order for spring, say, with shipment in one lot, an order could be split up in two or three portions or the dates of shipment arranged at convenient intervals. The great object was that a retailer should not be overloaded with stock.

On the motion of Mr. Watson, a vote of thanks was passed to Mr. Dildine.

The Right Way to Figure Your Profits

Montreal retailer says on the selling price—Average retailer figures percentage too low when he deals in cost figures—It's simply a matter of understanding perfectly what you're doing

THE subject of "The Right Way to Figure Profits" was dealt with in an exhaustive paper by Mr. Henry Viau at the meeting of the Shoe Section of the Retail Merchants' Association of Canada, held on February 27 in Montreal, Mr. Geo. Gales presiding. Mr. Viau's address was largely a series of arguments in favor of figuring profits as so much percentage on the selling price, rather than on the cost. The following twelve reasons were advanced:

First—Because the remuneration of salesmen is figured on a certain percentage of the selling price.

Second—Because the percentage of expense on conducting business is based on the selling price. If you talk per cent. of profit on cost and per cent. of expense on the selling price where are you?

Third—Because the mercantile and other taxes are invariably based on a percentage of the gross sales.

Fourth—Because the sales totals are always given in the books of record. Cost totals are seldom, if ever, shown.

Fifth—Because a profit must be provided for two items of capital, one the capital invested in merchandise, the other the capital necessary for operating expenses and other expenditures not properly chargeable to merchandise account. This is only possible by figuring profit on the selling price.

Sixth—Because it indicates correctly the amount of gross or net profit when amount of sales is stated. The percentage of profits on sales is indicative of character of result of year's business. Percentage of profit on cost is not.

Seventh—Because allowances in percentage to customers are always from the selling price.

Eighth—Because nine stores in ten which do not figure on the selling price get mixed somewhere in their figures, and do not know whether they are going forward or backward.

Tenth—Because the chain-store fellows and the big stores, which press the average retailer hardest, figure on the selling price.

Eleventh—Because it puts you where a customer will not be so likely to call you a robber if he learns your percentage of profit—20 per cent. of the selling price is 25 per cent. on the cost.

Twelfth—Because if you figure on the selling price you can go to the cash drawer and say "10 per cent. of that money is my profit," instead of having to say that 10 per cent. of the cost of the goods which I sold for that money is my profit.

Not the Only Proper Method

It is not claimed that this method of figuring profits on the selling price is the only proper method. School arithmetics have always taught that in percentage, the cost price is the base, and, if it is remembered that the per cent. of profit added to the cost price is always a profit on the cost price and not a percentage on the money taken in, that method is all right. However, as your profit is to come out of the selling price, it is considered by many to be safer to figure on the selling price.

Don't get your percentages mixed. That is the

crux of the whole matter of figuring profits. **The percentage of profit and the percentage of cost of doing business should be figured on the same basis.** When they are, all the retailer needs to do is to be sure that his average mark-up will give him the margin of profit that he deserves and expects; and in case he does not have that margin on his books, in his cash drawer, or

largely a question of the retailer having an intimate acquaintance with his stock, without bothering much with a system. Mr. Watson and Mr. Viau had some verbal exchanges on the subject, the latter standing up for what Mr. Watson characterized as the theoretical side.

Mr. Gales stated that he had spent thousands of

If your cost of doing business figured on sale is represented by one of these figures.

and you mark your goods at one of these percentages above delivered cost;

Your % of net profit is represented by the figures at the junction of the two columns.

— MEANS LOSS.

	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
25%	10	9	8	7	6	5	4	3	2	1	0	-1	-2	-3	-4	-5
33%	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
40%	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3
50%	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8
60%	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12
75%	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17
100%	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25

A handy table for figuring net profits, distributed by a Montreal firm. To render the card less complicated, fractions have been omitted.

in the bank, at the end of an inventory period, he should make it his business to find out why.

An animated discussion followed Mr. Viau's paper, Messrs. C. R. LaSalle, J. G. Watson, J. P. Vinet, and F. W. Stewart taking part. Many questions were asked Mr. Viau, Mr. Watson being prominent in this respect. He insisted upon the importance of retailers having a system by which they could know how they

dollars on elaborate systems of keeping stock, but had abandoned them. After many trials, he found the most effective plan cost 15c a month, the work being done in a few minutes daily. They had serial numbers for all shoes, the different lines being assigned to various numbers; for instance, men's might run from 100 to 200, and so on. Each month they purchased a 15c railway time book. The sales were entered daily in this from the sales checks, under their different numbers; at the end of the month the sales were totalled, and in this way they had a simple and effective means of keeping track of the stock.

Mr. J. P. Vinet told of how he had failed to get satisfaction from an elaborate system, and of how he found a few figures and a practical acquaintance with the lines of the greatest benefit.

Mr. Stewart suggested that while some men might be able to keep track of stock in their heads, as one speaker expressed it, yet other retailers would not be able to do this, and a fairly complete system was imperative.

Holding the Impatient Customer

When it's a busy day and the seats are mostly full—all the salesmen busy—it's annoying, to say the least, to have some of your customers walk out without waiting. The manager of a fairly large store recently told of his plan for getting an "anchor" on the impatient customer in order to hold him until such time as a salesman was disengaged. He would go around and speak to each customer and when a salesman passed he would call out: "Mr. Jones, look after this gentleman next, please." Then it would be: "Mr. Blank, attend to these ladies when you are through." The impatient ones then knew that a certain clerk was hustling to get through so he could wait on them. "They may want to walk out," explained the manager, "but they don't like to, and very seldom do." It's just another confirmation of the advice very often given in the past not to ignore the customer when he comes in, but speak to him and tell him you'll be with him in a few moments. It pays.

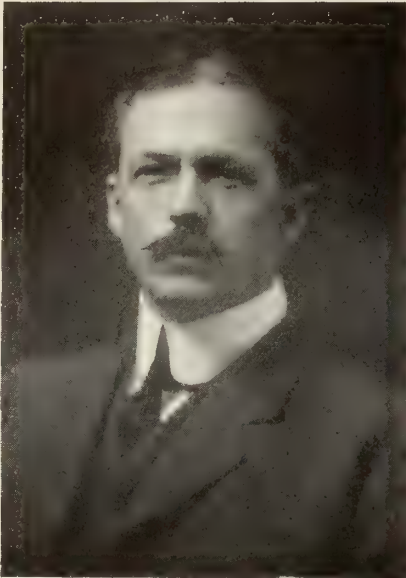
Profit on sales	Add to Cost to Equal	Profit on sales	Add to Cost to Equal
10%	11.11%	20%	25.00%
11 "	12.36 "	21 "	26.58 "
12 "	13.63 "	22 "	28.21 "
13 "	14.94 "	23 "	29.88 "
14 "	16.28 "	24 "	31.58 "
15 "	17.65 "	25 "	33.33 "
16 "	19.05 "	30 "	42.86 "
17 "	20.49 "	35 "	53.85 "
18 "	21.96 "	40 "	66.67 "
19 "	23.46 "	50 "	100.00 "

Reverse side of the above card. If you want to make 10 per cent. on the selling price add 11.11 per cent. to the cost, and so on.

were doing, both as to gross and net returns, expenses, etc. Moreover, in calculating selling costs, a sum as salary for the retailer and also interest on capital should be included.

The greater part of the discussion, however, related to inventories, stock taking, turnover and stock systems. Mr. Viau was a strong advocate of some system by which retailers would be able to readily see how the stock stood, but the general opinion was that in a comparatively small business—say between \$15,000 and \$30,000 per annum, there was little need for a complete system—or, as one speaker said, it was

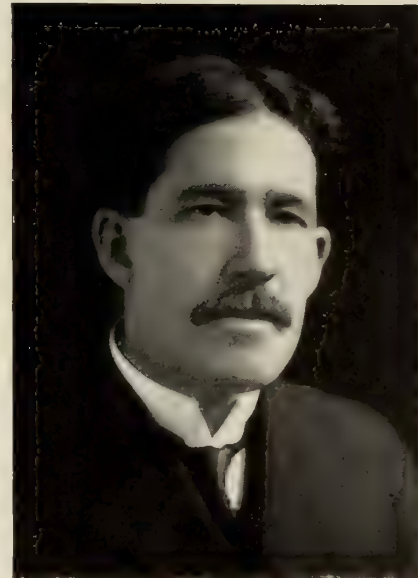
A Triple Bereavement



The late Mr. C. E. Clarke



The late Mr. A. R. Clarke



The late Mr. F. G. Clarke

THE trade has been genuinely shocked to learn of the untimely demise of Mr. Charles E. Clarke, of Clarke & Clarke, leather manufacturers, Toronto, following so closely, as it did, upon the death of his brother, Mr. F. G. Clarke, on Christmas Day. Mr. Clarke had apparently been in good health, when he was suddenly stricken with an internal hemorrhage, and, although blood transfusion was resorted to, he passed away on Monday morning, February 18. Mr. Clarke had had charge of the selling end of the firm's business practically from the beginning, the manufacturing being in the hands of the late Mr. F. G. Clarke, and it is a matter for sincere regret that these two able heads of the business should have been removed within the short period of two months. The eldest son of the late Mr. F. G. Clarke—Mr. Norman Clarke—who has been serving his country in France for the last two years, and was severely wounded, has returned, and, as he was connected with the firm for some time before going overseas, will doubtless be in a position to carry on the business as smoothly as usual. It will be remembered that another brother, the eldest—Mr. A. R. Clarke, of A. R. Clarke & Co., Ltd., patent leather manufacturers—was one of the victims of the Lusitania disaster, whose business, however, through the able management of his son, Mr. Griffith B. Clarke, has also continued without interruption. The late C. E. Clarke entered the leather business with his brothers, A. R. and F. G., when the concern of A. R. Clarke & Co. removed from Peterboro to Toronto, over thirty years ago. Later the business was divided, and the new concern—Clarke & Clarke, Ltd.—was formed, to specialize in sheepskins. The families have the deepest sympathy of the entire trade in their triple bereavement. The late Messrs. Clarke were citizens of a very fine calibre, and their loss in the business world will be difficult to replace.

Cents and Common Sense

A certain retailer has found the following rather unique sales-pulling plan a good one: If you have a line you want to clear out, add one cent to the regular price, secure a quantity of one-cent pieces, and enclose one in some such letter as the one herewith: "Dear Mrs. Jones: I am sending you this penny for fear you may not have one at home. You need one now if you ever did, because a penny will be worth much to you at our store. We are selling (description of shoes) at \$6.01 a pair. This represents one of the greatest values in the history of our store. To insure that you will have the penny handy we are mailing it to you. Add

it your six dollars and come in and see us. When you see the shoes you'll say there is 'cents and sense' in this letter."

The originality of the idea and the certain element of humor contained in the proposal is said to have been very effective.

Get acquainted with your business neighbors, even if they are in the same business as yourself.

March 31 is Easter Sunday. Are you all ready? The accessory business should do well. How's your stock of findings?

Make Your Show Windows Pay Your Rent

Are You Fully Awake to the Opportunities of Your Window Displays? —
An Appeal to the Eye is the Most Direct and Effective Method
of Arousing Interest in Merchandise



WINDOW trimming is salesmanship displayed; in other words, in making a display of footwear the endeavor should be to show them in such manner that the selling points are appar-

ent to the public just as the selling points are brought out in a talk. The same common sense that is applied to other forms of selling will also hold good in displays that sell merchandise.

If you form a clear idea of just what you need to do before you start work you will finish your displays quickly and easily. First, take all merchandise out of the old exhibit and put it back into stock. Group the show-cards on a shelf near the window. Putting everything in its proper place before arranging your new display will prevent an "upset" appearance of your store and eliminate handling and rehandling the merchandise.

Metal and wood fixtures add very materially to the ease of making your display and are not expensive. Pedestals may be used in a number of arrangements to support shelves on which the shoes are arranged. By such use a display can be built high in some parts and low in others, and thus do away with the flat, uninviting look that is very often noticeable.

Store Fixtures Carefully

Window fixtures and trimmings should be stored carefully and in a clean place. This will save much time and keep the materials in much better shape than is possible when no special place is provided. There are often little incidentals that should be provided. While all expenses should be kept down to a reasonable basis, it is inadvisable to allow too small an amount for the display department. The windows are likely to lose in selling value if they are worn-out and drab looking. An extra dollar or two spent every so often may be the means of turning mediocre displays into attractive sales producers. Above all, keep your window display scrupulously clean.

The display work in every retail store should be placed in charge of someone who has an aptitude for that kind of work. A window, no matter how good, should never remain exactly the same for more than a week at a time, and it is much better to change twice a week. If people become accustomed to seeing the same display in your windows for days (and worse, for weeks) at a time they will not form the habit of glancing that way when passing; but if you frequently change the appearance of your windows and show something new and attractive real often, the passing throng will make it a part of their daily life to watch and see what you will spring on them next. Then will your windows, filled with seasonable goods, attractively displayed and properly priced, begin to repay you for the effort.

To display merchandise is not merely to scatter

articles about in a half-hearted way, but to show them as if you were talking to the customer.

Merchandise displays, even of the plain, everyday kind, demand thought in order to get the right idea before the eyes of the prospective buyer. Every display must be different; the cards worded differently, and arranged in a new way. Often you pass windows that, though they have been changed the same day, look precisely the same as before. These soon cease to attract the eye. A sameness in displays makes them dull and uninteresting, with a consequent loss of pulling power.

A frequent mistake is to make a "flat" display. The merchandise in the back portion, and sometimes on the sides, should be elevated on pedestals and glass shelves to give height to these parts. As a general rule, it might be said that the most important display point is in the centre of the window. Unless the goods are very small, such as accessories, polishes, and so on, they should not be placed close to the glass. When shoes are jammed up close to the glass the effect is not good.

Cleanliness Is Essential

The best thought and planning and hardest labor on the best trimmed window can be almost ruined by leaving the glass streaked or fly-specked in summer time. The very first thing to do, after removing old displays (in preparation for a new one) is to clean the glass. It is easy to make the glass bright and clean if the following directions are observed:

Use clear, soft water. See that it is free from all grit, as grit will scratch and mar the glass, thereby ruining its polish. If you are in a section of the country where the natural water carries any appreciable amount of grit or sand it will be well to filter this water before putting it to window washing use. If the water is naturally clear, this is, of course, unnecessary. If the water is "hard" it is well to use a few drops of ammonia to soften it.

With your brush secured to the long handle, dip it into the water and start cleaning at the top, rubbing the windows thoroughly. The long handle simplifies the work, and you do not need a step-ladder, being enabled to reach the top of the window while standing on the sidewalk. While the window is still wet exchange the brush for the rubber cleaner; then start at the top and squeeze the window dry by long, steady strokes toward the base of the window, wiping the rubber clean each time with a cotton cloth or chamois.

If you care to polish your window on the outside, a cake cleaner can be used, applying it thickly with a cotton cloth, allowing it to dry and rubbing it off with a clean, dry cotton cloth. However, windows very rarely need polishing if they are thoroughly cleaned.

Inside Cleaning

A similar method is employed inside the window, except that one should never use cleaner or powder. This creates a fine dust, which is apt to fly over the

merchandise, or the floor, or background of the window. It gets into the crevices, making it very hard to thoroughly clean the window after such preparation has been used. The best polisher for inside window use is tissue paper and "elbow grease." Stay clear of linen cloth for window washing, as this leaves a fine lint on the glass. Never use soap, as this leaves streaks and requires a great amount of rubbing to brighten and clean the glass.

In this connection it would be well to note that all permanent lettering or designs on the window glass (between the observer and the display of goods) should be above or otherwise out of range of vision. Nothing is more distracting than to have to tip-toe, stoop or look around the big, solid lettering of the firm name or a caption on the glass to see the goods behind it. The whole arrangement should be so that a "full audience" can view the entire exhibit from any point on the walk.

Sweating and Frosting

Some dealers have difficulty in preventing their show windows from sweating or frosting in cold weather. When this occurs, the windows are rendered practically useless for publicity purposes, at a time when they are of the most value. The reason for this trouble is unequal temperature on opposite sides of the window glass. Unless controlled, the temperature of the show-window will be nearly that of the heated store, and therefore much higher than the air outside the glass. Warm air carries a much greater proportion of water than cold air. Therefore, when the temperature is much greater inside the window than out, the warm air inside comes in contact with the cold glass, and the moisture it carries will be deposited and freeze on the inside surface of the glass. There will also be a similar result on the outside surface of the glass if the temperature inside the window is artificially lowered very many degrees below the warmer temperature of the air outside. The problem, then, resolves itself into keeping the temperature on the inside of the window as nearly as possible equal to the temperature outside. If they correspond within a few degrees there will be no sweating or frosting.

Many of the modern show window frames are constructed with a patent ventilating mechanism that allows a circulation of outside air to pass across the inner surface of the glass. This method is, without question, the best preventive of the trouble, as it keeps the temperature inside of the window very nearly equal to that outside. In order to make this method effective it is necessary that the window be entirely shut off from the heat inside the store, and ventilated only from outside.

However, this outside air should be admitted through a filter of some kind like a fine cloth, or there will be a constant source of annoyance from dust and dirt "blowing in" from the street. In many localities with soot and dust-laden air, merchants whose windows are dressed with delicate care find absolutely airtight windows the only remedy against ruining the appearance of their carefully-worked out window shows. If the problem is one of ventilating a single window in a narrow front, one successful method is to bore a row of half-inch holes at the top of the window frame, and another row at the bottom. This will allow an amount of air, sufficient for the purpose, to pass over the inner surface of the glass. These holes can be made more sightly by inserting in each a metal tube. These tubes should be "faced" on the outer

sides. As windows rarely sweat in warm weather, plugs may be placed in the tubes to prevent an accumulation of dust on the merchandise.

One effective method for removing frost accumulated during the night, and in extremely cold weather to keep it from forming, is an electric fan, a few feet away, so that the breeze will spread well over the glass. This serves to clear and keep clear a large window.

In a large store, where the salesmen are sometimes required to perform some of their duties in places not commanding a view of the entrance, the proprietor often had great difficulty in seeing that every customer was attended to promptly. To overcome this problem he installed an electric buzzer in his office. The cashier has a clear view of the door, and when a customer enters and there is apparently no salesman on hand immediately, she presses the buzzer, which informs all disengaged salesmen that a customer is waiting. The plan, he says, had worked wonderfully well.



Women's field mouse brown kid, 9 inch lace, field mouse cloth top, plain toe, Louis heel, imitation turn—One of the "in-stock" lines of the Brown Shoe Company, St. Louis, Mo. This shoe is the limit in height specified by the U. S. Commercial Economy Board.

To Have or Not to Have—A Sale

Retailer Adopts an Effective, Though Spectacular Method of Cleaning out Dead Lines Preparatory to Stocking New Spring Styles

THE twice a year sale is reported by a very considerable number of merchants as absolutely necessary to clean out the dead ones; others have explained, at recent conventions, methods for keeping stocks weeded out without the necessity of having sales from one year's end to another. These plans may take the form of bargain tables, little window displays, and so on. Then there is another class of storekeeper who slaps on a "Gigantic Price Smashing Sale" every few weeks. Some sales are dignified and some are spectacular. One of the latter class was held down at Boston a few days ago by a "dignified" retailer. The Boot and Shoe Recorder tells how it all came about.

Henry E. Hagan is one of the best known retail shoe merchants in Boston. Shoe men in other cities know him. They've heard him talk, they know he is a man of ideas. His store is in the center of the retail district (and another farther up street, but that's another story) and he has a trade that want good shoes, stylish shoes, and are willing to pay a fair price, or rather a generous price for them while they are in style, but who cannot use such shoes when the style changes.

His Ordinary Methods

So twice a year Mr. Hagan has done just what other stores of the same class have done—held two dignified clearance sales each year, in August and February, and sold some shoes at cost and others at less than cost, and the remainder of his shelf warmers he has closed out to some itinerant "buyer" at panic rates. Last summer he sold a lot of 1,300 pairs at 45 cents a pair. They went somewhere in the east side in New York, and the buyer probably doubled or trebled his money, while Hagan cleared his shelves and pocketed his loss.

A New Scheme

But this month, he decided to try a new scheme. He is willing to try anything once. He decided that while dignity was commendable, sensationalism might be more effective. Everybody in Boston knew the style of store he kept, and the grade of footwear he carried. The store is a handsome one—rather narrow and deep, with stock cartons, ladders, and chairs all up-to-date.

The Big Idea

The idea was, as he expressed it, to change the character of the store, so it would look like an "East Side Junk Shop." Pull out the chairs and fitting stools. People could fit themselves standing up, or go without fitting. Store the ladders in the cellar. What? How could the clerks get at the upper tiers? Never mind that; empty the upper tiers, and the lower ones also. Build racks and hang the shoes on them in bunches, each rack, marked with a big red sign, such prices as \$1.69, \$2.19, \$2.37, \$2.98, \$3.48, etc. There were four rows of such racks the whole length of the store. Every pair of shoes had a tag giving the price in plain figures. The basement had never been used as a salesroom. That was fitted up the same way.

The handsome show windows were fitted like the "fly by night" sale fakers, with sale signs in fire-red colors and advertisements cut from the newspapers.

Using the Newspapers Freely

Yes, from the newspapers, for Hagan is a good advertiser, and if results are proofs, the announcements were good advertisements. To be sure people couldn't expect the best goods if they paid 10 cents for women's rubbers or 19 cents for men's rubbers. But they bought such stuff, old and poor fitters as they were, and appeared satisfied. Mr. Hagan found some shoes, which he denominated "real batts," and marked at 49 cents a pair, and they moved out quickly at that price. That was the bait, but there were plenty of real values in good serviceable shoes, at other prices named.

Did the public respond? They certainly did. They were there before the store opened, hundreds of them. The windows had to be boarded up to prevent them from being crushed in. Policemen outside and inside were necessary to keep customers moving, and to keep out would-be customers until those inside were served—or rather served themselves.

Sixty-Five Clerks Necessary

Besides the regular sales force sixty-five girl clerks were kept hustling, and four or five cashiers at separate desks raked in the money. Mr. Hagan worked as hard as any of them, and the shoe man hadn't a minute in which to get even a little bite of lunch until the middle of the afternoon, when he was dragged away from the busy scene into the little cubby hole office on a mezzanine floor and held there long enough to get just a few facts which were not self-evident to anyone who watched the way Boston bargain hunters can beat Harvard football players in scrimmaging.

A Success—Well, Rather

But perhaps the sale may be less strenuous, now in its second ten-day period, and possibly the stock of mark-downs may be all gone, by now. However, the sale was a success—a gigantic one. It was all cash, and those five cashiers must have received a lot of money. And Hagan's Oblast Shoe Store, as fresh and fine and dignified as ever, will have as new, clean, up-to-date stock for Easter as any store in the country.

Many hosiery departments have developed from a begrudged start into money-makers.

A clean store and a clean stock are among the external values that contribute to success.

Retailers say they never before had such a great demand for spats. With low shoes selling early, the demand should be even greater.

Time to look to the appearance of your store now that summer is just about with us. A little paint will work wonders.

Very Successful Children's Day Held by Nova Scotia Shoe Retailer

DOWN in Truro, N.S., at Conner's Shoe Store, they believe in getting after the kiddies' trade, and just recently held a "Children's Day."

Through the kindness of Mr. W. L. Conner we are able to describe the plan as it was carried out, and the arrangements now under way for a second children's day, to be held on March 16. Mr. Connor says:

"In the first place, we made up our minds to give the children a treat, something for nothing, to impress upon their minds that it was an entertainment especially for their benefit, and that they did not have to spend a cent at our store. We made arrangements with the manager of a local picture house here and got a very good rate with him. We then advertised that any of the kiddies of Truro who wished to attend our entertainment had simply to call at our store and get a ticket. Of course, we had a small advertisement on the ticket, which was read both in the homes and on the street.

"However, to get to the results, over five hundred kiddies, all under the age of 15 years, arrived at our store the day before the show. If we had had twice the number of tickets they would all have been taken. We were certainly satisfied with the results, but on making up plans for the next kiddies' day we decided to make some changes. In the first place, we are having a special children's picture-play, and have hired the house for a morning's entertainment, starting at 10 o'clock. In that way it is made an all-Conner's Shoe Store entertainment. We think it will be more impressive on the children's mind. We are asking the children to come to our store and receive a card for admission to the show, but they must fill in their name, address, and date of their birthday on the card. In that way we are going to get a list of probably five hundred

kiddies' birthdays, with their proper address. The list will be kept, and a letter will be sent to their parents a few days before the birthday, suggesting some kind of footwear as a present. On the birthday a suitable card will be mailed to the kiddie.

"Three things that we suggest as strong points in putting on a kiddies' entertainment are: (1) Have the children do something to get their ticket—that was one mistake we made at the first show; (2) get a suitable children's picture; (3) have the entertainment at a different time from the regular show. We might add that we have had pictures taken of the store to be shown on the screen, and have prevailed upon our errand boy to have his picture taken showing the different kinds of boots—that is, hockey boots, rubber boots, heavy boots, and 'Sunday' boots. These will all be shown at the same entertainment. The expense of the show will be comparatively small, and the results will prove the expenditure easily worth while."

Serve Yourself!—Works All Right in Restaurants and Groceries—Why Not Shoes?

THE "serve-self" idea in purchasing is a development of modern times that threatens to overrun the whole system of retail merchandising.

No sooner have we accustomed ourselves to the "help-yourself" lunch counter than we are invited to fit our own clothes, hats and shoes. The underlying idea is that the expenses of a staff is saved. It appeals to many people, however, who like to look around and make their own choice without being bothered.

It is well to remember in this connection that the appeal of the big department store to probably the vast majority of people who buy there is just this—that they can look around, take time to make comparisons, figure the effect of this or that expense on their



Arrangement of serve-self shoe store—this one is called a "Piggly Wiggly," just to have an out-of-the-ordinary name.

pocket book, and so on, without being subjected to the critical eye, often enough the haughty, scornful eye, of some member of the sales staff. The serve-self store caters absolutely to this human characteristic.

Canada does not appear to have applied this principle to the selling of shoes as yet, but down in the United States there is more than one store operated on this basis. The illustration herewith is typical. As will be noted, the shoes are arranged along the wall for inspection. Each shoe is priced in plain figures and the sizes are plainly marked. All that is required in the way of staff is someone to keep the shoes in order, wrap up the purchases and take in the cash.

Of course, after all, the idea is twin brother to the bargain table. It is, in effect, an extension and improvement of the plan. The shoes on a table get all jumbled and mixed up, whereas the wall arrangement is tidy and systematic. As a matter of fact the store illustrated is one of two owned by the same firm, the second one carrying, however, a higher class stock. The serve-self store takes all the shelf-warmers, odd sizes, etc., from the second store.

Perhaps the novelty of the plan has had something to do with its success, but, be that as it may, the first five weeks of this store's existence saw a complete clean-out of the original stock. Ten turnovers per year is extraordinarily good for footwear, and any scheme which suggests its possibility is surely worth careful investigation.

Oxfords and Pumps Are Enjoying an Early Sale in the Style Centres

FROM every indication this spring and summer will witness oxford styles enjoying the greatest popularity in shoe history, says the Shoe Retailer in New York shoe trade talk. While a good oxford season was anticipated, retailers were not fully prepared for the demand that has already arisen.

At this early date those of the retail trade who have started featuring low-cut styles have found an especially large call for oxfords. This early demand has shown that the consumer is still adhering to brown and tan. The shades demanded are cocoa brown, nut brown, or, as some people call it, seal brown, or as others know it, as a medium shade of tan; for patent leather, and for black.

These four styles are the leaders for the present, and if the present status can be taken as a criterion they will be among the leaders through the spring and summer season.

White kid oxfords are also being played up at the present time, but are not moving to any great extent. The time for this style has not come as yet, but as soon as milder weather makes its appearance this oxford number will go forward.

Colored Kid a Dark Horse

The real dark horse in oxford selling is colored kid. A short time ago the sentiment towards this type of oxford was not favorable. Buyers of the big stores seemed to be of unanimous opinion that they would not sell. Now that the real selling season is at hand, a change of heart has been experienced by many of these buyers toward colored kid oxfords. Now they are willing to admit that colored kid oxfords will be some-

what of a factor in the selling. Perhaps before the season reaches its height there will be another revision of feeling, and colored kid will be looked upon as the leader.

This, of course, is just a possibility. There cannot be a shadow of doubt but that colored kid oxfords are due for a call, especially in the following colors: Grey in a medium dark and light shade, ivory, brown in two shades, dark and medium, and white.

Patent Leather Important

Patent leather is to be a very important item in this season's selling. At present this material is in good demand in the oxford style, and will be in even greater favor when the season gets well under way. It is being extensively used in high shoes for vamps. Patent leather pumps will be quite a feature in the selling. All told, it seems as if patent leather will have one of its best seasons.

As far as colored patent leather is concerned, a large question mark will have to suffice for the answer at the present time. Dealers in the better kind of shoes do not lay much stress on this material, although quite a few have placed orders and are now showing colored patent leather in brown and grey, particularly the former.

Light colors are very hard to secure, due to the dye situation. Take, for instance, field mouse. This color is very popular and is difficult to obtain. The same holds true with other light shades. Tanners have difficulty in getting the shades to come out properly. This situation is one that causes trouble, as dealers specifying this color will find that when the shoes come in some may appear off color. This is not so; the tanner dyes the skins in the same vat, but the colors come out a little different, due to a variety of reasons. Buyers must not be unreasonable in these things.

Out-of-town trade may experience a good call for this type of material. These dealers have bought quite heavily of this stock, and, with proper pushing and advertising, should rid their shelves of it. Neither manufacturers nor retailers of the metropolitan section are optimistically inclined towards brown and grey patent leather. Whatever sales it may experience will all go towards making this season one of the best ever experienced for patent leather.

Colonials

Will they figure as an important factor in the spring and summer selling, or will the trade just pass this style by and stick to oxfords and pumps? Opinions as to this style differ.

In so far as the merchants of this section are concerned, colonials are not even being considered, but the out-of-town trade seem to be of a different opinion. Colonials in both medium sized and larger sized tongues and buckles have been bought by these houses in generous proportions. As the season drew nearer more and more orders were received by manufacturers of this section for colonials.

Colonials being bought at the last moment by out-of-town merchants may be a forerunner of what is to be expected for the spring and summer of 1919. One manufacturer of this section who is noted for the high-class merchandise he produces ventured the opinion that colonials would be in the running by a good margin this season, but that the real call for this type of footwear would first develop next year. He figures that as a rule the women do not care very much for pumps, as they have a tendency towards leaving marks



One of the Kaufman Rubber Company's handsome window cards distributed to retailers

on the foot, at the instep; in other words, they are apt to bind.

Oxfords are now experiencing their greatest run, and, while the women are buying them, many women think that oxfords do not go to give the foot that chic appearance which is so dear to her heart. Colonials fit the foot properly, although many complain they sag. They are neat and trim on the foot and offer the dealer an opportunity for additional sales and profits through ornaments and buckles. Dealers still recollect the good business they had on ornaments when this style was at its height.

Dealers are now showing pumps, ornaments, and buckles, and many report that they are experiencing a steady call for buckles. This call for buckles may be another sign of the coming popularity of colonials.

Low Cuts Selling Early

Present selling has shown that low cuts are off to a very early start. This is just a realization of expectation, as dealers figured that low cuts would start their season in February. As noted above, oxfords have taken the lead in this early call for low-cuts. The mild weather of late has helped this along.

Before the opening of the season the trade was of the opinion that the call for low-cuts for the entire season would be divided about fifty-fifty between pumps and oxfords. This opinion has undergone somewhat of a revision. According to one well-known buyer, the ratio of selling between oxfords and pumps would be about 80 per cent. to 20 per cent. in favor of oxfords. This gentleman also figures low shoes for the first six months of the year in the following manner:

January showed low-cuts about 21 per cent. of the entire sale for the month; February will show low-cuts about 45 per cent. of the entire sale; March should show these low-cuts about 75 per cent. of the month's

sale; by the first of May low-cuts should be about 99 per cent. of the entire month's sales. While to many this gentleman may be going a little too far as to the selling ability of low shoes for March and April, the sentiment still shows that they almost agree with him as to the great popularity of low shoes. The majority of the sales of the low-cut footwear will be on oxfords, according to this buyer.

From the Note Book of an "Average Customer"

I like to go into a warm shop—not steam-heated, particularly, but heart-heated—a shop where the proprietor is cordial, obliging and cheerful, where the assistants act as if they are glad to see you.

I like to go into a shop where I feel welcome. In some shops I have felt like an intruder breaking into a private home.

I like to enter a shop by being invited in by attractive window displays. I generally choose a shop by the windows and I very seldom find that they misrepresent the quality of the store.

I like to deal with a shop where I know the employees work together pleasantly, where they receive proper credit for what they do, and where the proprietor treats them well.

When I go into a shop I like to have the assistant take my complete order and then collect the articles, wrapping them in as few parcels as possible.

I like to shop where the assistants know where to find what I want without unnecessary delay.

I like to go into a shop where there is plenty of light, both in the daytime and evening, and where there is good ventilation.

I like a shop where the shelves are clean and where they do not show dusty packages and cans. I always patronize the cleanest shop I can find.

"Footprints" for 1918

The latest issue of "Footprints" takes the form of the 1918 catalogue of rubber footwear of the Canadian Consolidated Rubber Company, "the largest manufacturers of rubber goods in the British Empire." The catalogue gives illustrations, many in colors, of the immense variety of rubbers produced by the company, including models designed for military use. A useful feature of the book is a description of the men's and women's lasts, with standard assortment of case packings.

New Miner Catalogue

The Miner Rubber Company have issued their 1918 season catalogue. As usual, it is printed in black and white and colors, with numerous illustrations of the various lines, set off with colored borders. There is also a two-color illustration of the factory at Granby, P.Q. In a foreword the management refer to the progressive policy which has resulted in a greater production each year.

It is not illogical that repair men who cater to the "while-you-wait" trade could work up considerable additional business among women customers by following the lead of the shoe-shine parlors and having a private room where women could wait undisturbed by the eyes of the curious. A very small expenditure would suffice to curtain off a portion of the available space and there could at least be no harm in trying.

Toronto Repairers Have Big Banquet

Second Annual Dinner was a Huge Success—
Finances in Splendid Shape



HAS Toronto got an association of shoe repairers? It has! Are they a pretty live bunch of fellows? Again yes! Did they have a good time at the second annual banquet, on the evening of March 6? You betcher! It was a big time

from start to finish, with plenty to eat, splendid music, and inspiring addresses. About 110 members of the association were present, and, with a splendid representation from the jobbing and manufacturing trades, the total attendance numbered around 140.

After the opening piano selection by Mr. Malcolm Wood and the National Anthem, the newly-elected president, Mr. H. K. Hayward, of the H. & C. Shoe Manufacturing Company, delivered his address. The association is now over two years' old and is more than fulfilling its anticipated purpose—that of protecting and promoting the interests of the Toronto shoe repairers. The association, he said, had been of very great assistance in bringing about better conditions between the jobbers and repairers and in the matter of prices and so on. At the present time there are fully 125 members in good standing. The untiring assistance of former officers of the association in getting the movement placed on a solid foundation was specially commended.

And Then They Sang

The entertainer of the evening was Mr. Harvey Lloyd, who led the gathering in a number of well-known songs, including "Put On Your Old Grey Bonnet," "There's a Long, Long Trail," "We Won't Be Home Till the Morning," "Red, White, and Blue," "My Wild Irish Rose," "A Wee Deoch and Doris," and so on. As singers the repairers are cer-

tainly there with the goods. The bass aggregation slightly overshadowed the tenor, but, then, what's a little thing like that among friends?

The Wholesale Trade Were There, Too

Following a round of songs, Chairman Hayward called upon Mr. Walter Burnill, one of Toronto's pioneer shoe repairers, to propose the toast to "The Wholesale Trade." Mr. Burnill acquitted himself in his usual capable manner, and replies were made by representatives of various jobbing and manufacturing interests. Among these were: The Breithaupt Leather Company, Kithener, Ont. (Mr. Breithaupt); the Beardmore Leather Company, Toronto; the Anglo-Canadian Leather Company, Toronto (Mr. Lacy); C. S. Hyman & Son, London (Mr. Stockton); Gutta Percha and Rubber, Ltd., Toronto (Mr. Alderson); F. F. Dalley & Co., Hamilton (Mr. Rogers). A number of other companies were also represented, including: C. Parsons & Son, Ltd. (Mr. Wesley Allan); P. Wallace & Son, Toronto (Mr. A. Wallace); Charles Tilley & Son, Toronto (Mr. Bert Tilley); Nonsuch Manufacturing Company, Toronto (Mr. Baggott); J. King, leather and findings, Toronto; Dunlop Tire and Rubber Company, Toronto (Mr. Richard); Goodyear Tire and Rubber Company, Toronto (Mr. Clancy); Philip Jacobi, Toronto; the United Shoe Machinery Company; Robert Ralston & Co., Hamilton, and Mr. Tedd, Toronto.

Visitors from Hamilton and St. Catharines

Six members were present from the Hamilton Association of Shoe Repairers, and a brief address was given by Mr. Tebbs, who dropped some very complimentary remarks and expressed his great pleasure in being present at the banquet. The Hamilton association, he said, was also progressing very favorably. Out of a possible 63 they had 52 members in good



The photographer, in his hurry to show the boys what they looked like, took the negative out of the fixing bath too soon—this accounts for the blurring, particularly in the middle. However, they're all here and just waiting the word to "fall to."

standing, and they were looking forward to the time when a similar gathering could be held in their own city, and they would be able to welcome members of the Toronto association in turn.

The St. Catharines Association of Shoe Repairers was very capably represented by Mr. Legg of that city, who told of conditions as they exist in his city.

Value of the Trade Press

Mr. C. F. Robertson, formerly vice-president and now on the executive of the Toronto association, proposed the toast to "The Trade Press," and spoke of the close co-operation that had existed for the past twenty months between the association and the editorial members of Footwear in Canada and the Shoe and Leather Journal. Valuable assistance had been given in their work of organization, and considerable recog-



Mr. H. K. Hayward, President of the Toronto Shoe Repairers' Association

nition had also been given the association by the trade press of the United States. The toast was responded to by Mr. James Acton.

Mr. F. B. Utley provided an enjoyable fifteen minutes with a number of rapidly-drawn cartoons, and Mr. Smallwood rendered a catchy banjo selection. Later in the evening Mr. Meffen displayed his ability on the violin. The final toast on the program was silent—to "Our Boys in Khaki—To Those Who Have Fallen."

When the boys didn't talk, eat, or sing they smoked—excellent cigars having been provided by Gutta Percha and Rubber, Ltd., Toronto. The Dunlop Tire and Rubber Company provided a neat leather-covered notebook for each member.

It's a well-known fact that when the Toronto Shoe Repairers' Association start anything they do it right, and when the second annual banquet broke up, about 1 a.m., it was declared a genuine success by everyone present. Here's hoping that the third annual dinner will be even greater!

A style report from New York states that lighter soles are being worn by men—6 and 8 iron in weight. Laced styles in Russia, black kid, glazed kangaroo, some with grey buck tops, patent leather buttons, some with buck tops, are in good demand.

Sidelights on the Banquet

Mr. Arthur Butterworth was admonished from time to time not to "bust his buttons." Arthur's got a considerable salient on his western front—hence the humor of the remark.

Some of the boys certainly knew how to jolly the waitresses.

When Mr. Burnill arose to propose the toast to "The Wholesale Trade" the members started "For He's a Jolly Good Fellow," "See Him Smiling," and wound up with three cheers. Mr. Burnill is as popular as he is modest.

The crowd had its picture "took," but they didn't need to be told to "look pleasant."

Mr. Butterworth announced that it was fitting on the evening of their second banquet that he could inform the members of the presentation of twins to one of their number. We won't say who it was because he's since denied it, but, anyway, babies are an expensive luxury, and it was only natural that the treasurer of the association should take the affair so much to heart. Of course, it was rather hard on the president when Mr. Butterworth hoped he would be able to proclaim him the father of triplets at the third banquet.

Somehow or other the front of the treasurer's white shirt got soiled on the way to the dinner, and it worried him not a little.

The members were highly enthusiastic when Harvey Lloyd undertook to teach them how to sing "The Old Grey Mare."

We know for a fact that President Hayward slept in next morning—or, rather, the same morning. But, then, he had a lot of work to do at the banquet.

To Cement Heel Linings

There is a leather called ooze calf, but there is more leather of that nature that should be called ooze sheep. The skirtings of either of these is the best, and the only proper thing to repair linings in the heels of shoes, for it is non-slipping, durable wearing and is soft to the foot. Cut out a paper pattern just the size of the heel that you want to fit; then cut your leather from that pattern, get it soaking wet and last it over the heels of the lasts. Last over smooth and firm and anchor-tack them around the edges. Place them in the sun if shining; if not, place them in a hot place, where they will dry quickly and hard. After they are dry cement them before the tacks are pulled, with a good rubber cement. Then place your paper pattern inside and mark around with lead pencil and cement around inside the pencil lines. Put on two coats of cement and when the second coat is nearly dry, remove the tacks and very carefully place the lining and press it firmly in with the fingers.—Shoe Repairer.

A consignment of shoes to G. W. Cowan, of Chatham, amounting to \$600, was stolen en route. Each pair of shoes has Mr. Cowan's name stamped on them, and it is hoped to trace them in this way.

Kaufman Company Have Large Rink

The Kaufman Rubber Company, of Kitchener, have for the last four years flooded and kept in condition during the winter months a very large sheet of ice to



provide skating opportunities for their employees. The advantages of this rink are considerable, as, owing to its proximity to the building, employees can be on the ice within a very short time after leaving work. The rink is well lighted and is so situated as to be



well sheltered from unfavorable weather conditions. The figures shown in the photograph are members of the office staff. Some additional members of the staff are shown in the group photograph.

Pointers on Rubbers

The Canadian Consolidated Rubber Company, in their last issue of "Foot Prints" gives a number of useful pointers on the care and fitting of rubbers. Retailers who consider "service" an important part of their stock-in-trade could not do better than keep these hints in mind and bring them, frequently, to the attention of their sales staff. Here they are:

Care of Rubbers

1.—Keep Rubbers Cool. Never place them near a radiator or stove.

2.—Keep Rubbers in the Dark. Sunlight is very bad for rubbers.

3.—Keep Rubbers Clean. Oil or grease, in particular, should be washed off with soap and tepid water before the rubbers are laid aside.

4.—Keep Rubbers Upright. This applies especially to boots. The reason is that the perspiration, if not allowed to evaporate, will rot the boot lining.

Keep telling these facts to your customers; it will interest them and inspire confidence in you and your goods.

Fitting Rubbers

1.—Watch the Heel. Never fit a high-heel rubber on a low-heel shoe. If the heel is run down, urge customer to have his shoes re-heeled. It will add life to the rubbers.

2.—Watch the Toe. This will enable you to avoid fitting rubbers that are too short or too long.

3.—Footholds for high-heel shoes. If you are out of the correct last or width of high-heel rubbers, fit Footholds.

4.—Avoid oversize in boots.

5.—Do not fit Arctics over socks. Arctics are constructed to wear over a leather shoe with heel. You can get Excluders especially made for socks.

6.—Arctic uppers do not stretch. Therefore, avoid jerking them on and off.

Keep telling these facts to your clerks; it will mean satisfied customers and increased patronage.

Cheer Up!

WHEN things are looking murky and the fight is all up hill, just plug a little harder, and do it with a will. For a hill looks like a hummock and a hummock like a plain, to the man who plugs the harder when it's hard to make a gain.

Ever Have This Happen?

THAT the public is not always as gullible as some merchants seem to think it well illustrated by the following incident related to us by a merchant the other day. A man came in and was fitted for a pair of shoes at \$8. "Now," he said to the salesman, "Blank's, down the street, advertise that their shoes at \$5 are as good as can be purchased anywhere in the city, and I'm going down there to have a look at them. But I want to be fair with you, and I'm going to leave you the \$8 on the understanding that if Blank's shoes are all he claims I will purchase there and you are to refund me the \$8." So the salesman laid aside the shoes and took the \$8. Shortly afterwards the man came in and said he would take the shoes. "Did you find the value not as good at Blank's?" asked the salesman. "Well, you see, I had put you to so much trouble I thought I would make the purchase here anyway." That was just his way of saying he found our shoes worth the difference. I have found that it pays to handle good merchandise at a fair price rather than try to keep prices down to pre-war levels.

Howard Duffield, of the John McPherson Shoe Company, Hamilton, is at present in the hospital, following an operation.

Eastern Shoe Manufacturing Co.

Mr. Louis Mallette has commenced business at 152 Frontenac Street, Montreal, under the style of the Eastern Shoe Manufacturing Company, making misses', children's and infants' in turns, McKays, and stitchdowns. The initial capacity of the plant is 300 pairs per day. Mr. Mallette has had thirty years' experience in shoemaking in all departments, both in Canada and the Eastern States of the United States.



Mr. Louis Mallette

He was superintendent of the welt department of No. 1 factory of Ames-Holden-McCready, Ltd., and was also with the late firm of James Linton & Company, Montreal. Besides this, he was responsible for the organization of the business of Underhills Ltd., Aurora, Ont., when the firm of Sisman & Underhill was dissolved. Mr. Mallette has three sons in khaki, one having left for overseas with the Princess Patricias in the early days of the war.

Rannard Shoe Limited, Winnipeg, Announce Spring Styles in Attractive Full Page Ad.

A STRIKING full page advertisement was used in the Winnipeg Free Press of March 1 by Rannard Shoe Limited, emphasizing, particularly, new styles for Spring. Announcement was made of the opening of a new No. 2 store, replacing the one destroyed in the burning of the Enderton Block recently. The new store is at 313 Portage Avenue, opposite Eaton's. Part of the advertisement is in the form of a styles forecast written by Mr. C. F. Rannard, who said, in part:

"We are all more or less curious to know what Fashion says we should wear. This season Fashion has rather a practical turn of mind, and while the production of novelties has by no means ceased, the shoes for spring and summer show a decided tendency toward simple, graceful lines in both men's and women's.

"Both in France and America all indications point toward a season for low shoes. One can feel certain of this feature because it is based not merely upon a vagary of fashion, but upon the need for saving the countries' decreasing supply of raw materials. Every-

one, of course, realizes that any strong demand for high shoes must inevitably force shoe prices higher, because of the extra materials required.

Plain Colors and Combinations

"Among the popular sellers in low footwear will be plain pumps, or small tongue pumps without ornament, made in combinations of two different kinds of leather in self or in harmonizing colors, such as two shades of grey, or of grey and brown, black and brown, black and grey, etc.

"The oxford will also be a very desirable type of low footwear. Such shoes are made in combinations of leather and of leather and cloth. As in the case of the pump, single colors, or combinations of colors will be very popular.

Two Types of Heels

"As to heels, both high and low heels will be fashionable, and two types have been principally employed—the 'Louis' and the 'Military.' There will be a greater demand this year for footwear with the military heel, but many women prefer the light, daintier effects. For sport wear the demand will run largely for white, as was the case last summer. These shoes this year are made of cloth or of leather, or of combinations of cloth and leather.

Men's Styles for Spring

"While there is a tendency to certain refined decorations, men's shoes for spring indicate the military influence, especially in the better grades. With certain changes of style no man will feel the necessity of sacrificing comfort for style, for all of the new shoes admirably combine both virtues."

The advertisement also calls attention to the Rannard system of orthopedic fitting, careful study of market conditions, and so on. Altogether it constitutes one of the best examples of advertising copy we have ever seen.

Some Benefits of High Prices

"The high prices are not an unmixed blessing for the retailer," said a Montreal shoeman. "To begin with, the rise in values presented a serious problem as to buyer. Should one take a risk and purchase heavily on the chance of a still further appreciation, and of course, increased profit? There was the other side to be considered—would prices go down?—which event, if a retailer stocked at very high prices, might mean a loss. The probabilities of the situation had to be carefully considered. No doubt many retailers declined to take sporting chances and adopted the conservation policy of buying normal requirements, paying market rates from time to time. Even at that, money was made, for as it turned out, the rise proved a continuous one, and many were able to obtain something above the usual trade profit. The tendency is now to easier prices. Personally, I welcome this, as prices were getting too high and made business more than ordinarily difficult. The advance has undoubtedly resulted in retailers carrying less stock; lines have necessarily had to be cut out, for the reason that with the high values, a much larger capital had to be invested to carry the same amount of stock as in pre-war days. The people must have shoes, but the abnormal rise has a tendency to discourage buying—customers will get their shoes repaired rather than purchase as freely as before at such enhanced values."

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

J. Russo, shoe retailer, Glencoe, Ont., met with a painful accident recently while in London at the warehouse of Coats, Burns & Wanless. In some manner his legs were crushed in the elevator, and, while no bones were broken, his injuries were very trying. He is able to be about now regularly.

Charles Parsons & Son, Ltd., Toronto, have purchased the tannery of J. J. Lamb, Omemee, Ont., and will make alterations and install new machinery to the extent of \$100,000.

The Hartt Boot and Shoe Company, Ltd., Fredericton, N.B., have been granted certain concessions by the City Council in connection with the erection of a new factory.

Norman Zavitz, shoe retailer, Strathroy, Ont., is remodelling the interior of his store.

The boot and shoe firm of E. I. Peel and A. A. Reid, at Oxford, N.S., has been dissolved, it being understood that Mr. Reid intends going to Western Canada. The business will continue under the style of E. I. Peel & Son.

Shepherd & Haining have purchased the shoe stock of Walter McKay, Fredericton, N.B., and will open a store on Regent Street. McKay & Co. announce that the store will be renovated and occupied by the firm of Minto & McKay, who will continue the business at present carried on by William Minto.

An addition of four storeys is being made to the factory of the Miner Rubber Company, Granby, P.Q. The plans provide for a brick and steel building on a site 35 x 70.

Joseph Daoust, of Daoust, Lalonde & Co., has been appointed chairman of the Leather and Hide Committee of the Montreal Chambre de Commerce.

Two conventions of salesmen of the Canadian Consolidated Rubber Company were held last month. On February 19 and 20 the Ontario salesmen met in Toronto, and on February 25 the footwear salesmen of Eastern Ontario and Quebec held their meeting in Montreal, under the presidency of Mr. George Bergeron, manager of the Quebec division.

George A. Slater, Maisonneuve, was a recent visitor to Boston.

In women's shoes, manufacturers state that the chief demand is for colored goods, particularly of greys and browns in all shades. Leather for the former is rather difficult to secure, on account of the favor into which this color has come. Blacks, however, are very slow sellers.

Recent visitors to Montreal include Messrs. C. A. Davies, Blachford, Davies & Co., Toronto; W. A. Hamilton, W. B. Hamilton Shoe Company, Toronto; John Affleck, Winnipeg; C. S. Sutherland & Black, Amherst Shoe Company, Amherst, N.S.; W. V. Ecclestone, T. Eaton Company, Toronto; R. B. Wanless, Coates, Burns & Wanless, London, Ont.; H. White, White Shoe Company, Toronto; J. A. McLaren, McLaren & Dallas, Toronto.

The Canadian Consolidated Rubber Company have issued a leaflet pointing out how the Dominion Rubber System, with its chain of large factories in Ontario and Quebec, is conserving our fuel resources by utilizing the hydro-electric systems in those provinces. Of the 11,699 h.p. required by the factories only 150 h.p. is regularly generated by steam.

The following shoe repair outfits have been supplied by the United Shoe Machinery Company of Canada: Ernest

Morrier, 1330 Lafontaine Street, Montreal, 6-ft. shoe repair outfit, Model P; William J. Hatch, 320 John Street, Quebec, 22-ft. Goodyear shoe repair outfit Model N; Henry Zaslansky, 1742 St. Urbain Street, Montreal, 8-ft. shoe repair outfit, Model N.

H. L. Tower, manager of the factory and office of the United Last Company, Maisonneuve, has been transferred to the John Pell Company, Newark, a branch of the American parent company. He is succeeded by Mr. J. J. Keating, who has been at Maisonneuve since the factory commenced operations. The model and sales departments are in the respective charge of Messrs. A. Hector and M. L. Sturgis.

A. L. Dupont, of Dupont & Frere, Maisonneuve, is now on a visit to Florida.

We are informed that Mr. A. Cusson, late superintendent of the Tetrault Shoe Manufacturing Company, Montreal, has joined the staff of Duchaine & Perkins, shoe manufacturers, Quebec.

Mr. Tom Whittles will cover Northern Ontario for the Miner Shoe Company, Montreal. Mr. Whittles knows the shoe game thoroughly, having formerly represented the Slater Shoe Company and the Thompson Shoe Company, Montreal.

J. T. Brown, shoe repairer, Vancouver, B.C., has disposed of his business to Mr. Fitch.

D. Taylor, shoe repairer, Broadway East, Vancouver, has moved into larger premises near the old stand and installed a power finisher.

Edward J. Fleetwood, shoe retailer, St. John, N.B., recently fell on some ice and fractured his ankle.

Roy Graham, of the ladies' shoe department of the T. Eaton Company, Winnipeg, Man., has joined the Depot Battalion and is taking a sergeant's course. He has been with the Eaton store for over three years.

More central quarters have been taken by the Bell Shoe Store, Winnipeg.

J. E. McMullen, 64 Blair Road, Galt, Ont., formerly with the Slater Shoe Company, Montreal, and John Ritchie, Quebec, and latterly with J. Linton & Company, Montreal, has

BALANCE YOUR SHOE EXPENSES

Our low-cost, guaranteed shoe repairs will help bring down the high price of shoes. We offer no ordinary cobbler work. We employ factory experts and modern machinery. Shoes look like new when repaired here. Send us yours and see how much further your shoe-dollars go.



VERNON SHOE STORE

Next Door Empress Theatre

P.O. Box 547

Phone 75

Good repair shop advertising from British Columbia

been secured by Getty & Scott, of Galt, to take charge of their stock room and cut-sole department. Getty & Scott operate a large cut-sole department, supplying their own needs as well as Scott-Chamberlain, of London.

J. Leckie & Co. Ltd., Vancouver, have been appointed distributing agents for the Miner Rubber Company, Ltd., in the Province of British Columbia.

E. De Chantel has been appointed superintendent of the factory of the Canadian Footwear Company, Ltd., Montreal. He was formerly with the Macfarlane Shoe Company, Ltd., Montreal.

C. Bennion of the British United Shoe Company, has been appointed a member of a committee selected by the Minister of Reconstruction to consider the question of new industries, especially in connection with engineering trades.

S. R. Wilson, of the Wilson Shoe Company of Vancouver, was in Toronto recently.

S. Purvis, buyer for the shoe department of the Hudson Bay Company, Winnipeg, was in Toronto recently on a buying trip and also calling on old friends.

James F. Sager, of Montreal West, died on March 2, aged 57. He was for 22 years in business as a leather merchant, and three years ago joined the firm of McLeod, Hawthorne, Ltd., trunk makers, Montreal, as president.

Kibler Brothers, of Kitchener, Ont., will open a new shoe store in Listowel shortly, Mr. W. A. Kibler assuming charge. The Kitchener store will continue under the management of N. O. Kibler.

The name of Croskery's Shoe Store, Cobalt, Ont., has been changed to McDonald & Croskery. Mr. D. A. McDonald having taken an interest in the business.

Several Toronto shoemen are applying for permission to install gas lights in front of their stores to overcome the lighting difficulty. Among these are A. Chadwick, 952 Gerrard East; C. P. Cashman, 850 College Street; H. W. Russell, 292 Yonge Street, and P. Deital, 2203 Gerrard East. S. Zon, shoe repairer, 1650 Queen West, is also among the applicants.

The Canadian trade commissioner in South Africa states there is an opening in that country for Canadian boots and shoes. The people there insist on very wide fittings. Qualities required are from \$2.50 to \$3.50 (manufacturer's price), in men's, and from \$2 to \$3 in women's.

William Janes, shoemaker, 105 Askin Street, London, Ont., was found dead in his shop by a customer recently. He was 76 years old.

The John Palmer Company, of Fredericton, N.B., have notified their employees of a bonus system, to date from January 1, 1918. There are 140 employees who will share in

the grant, which amounts to about 10 per cent. The idea is the outcome of a desire on the part of the company to help their employees solve the cost of living problem.

The New Cut-Rate American Shoe Store, Ltd., Winnipeg, has been incorporated.

S. J. Davis, formerly in the Montreal office of the United Shoe Machinery Company, has been appointed manager of the Kitchener office, succeeding Mr. George F. Hennessey.

The Police Department of Winnipeg have again specified for 1918 shoes for the whole force manufactured by the Great West Felt Company, Elmira, Ont.

The T. Sisman Shoe Company, Ltd., Aurora, Ont., have been incorporated as a joint stock company, capital \$250,000.

William Hollowell, shoe maker, Souris, Man., suffered fire loss recently.

Koch & Spence, shoe retailers, Listowel, Ont., who lost their business in the recent disastrous fire have reopened on Wallace Street. A repair department will be conducted in connection with the store.

The merchants of Whitby, Ont., are almost unanimous in petitioning for early closing, at 8 o'clock each night except Saturday.

Two 18-year-old boys were arrested a couple of weeks ago charged with having stolen boots to the value of \$3,000 from Gagnon, Lachapelle & Hebert and the Eagle Shoe Company, Montreal.

The death occurred recently of Henry E. Hamilton, a resident of Toronto for over sixty years. He was one of the pioneers in the manufacture of shoes by machinery in this city.

A letter from a Belgian in Brussels states that an ordinary pair of boots costs from \$30 to \$35.

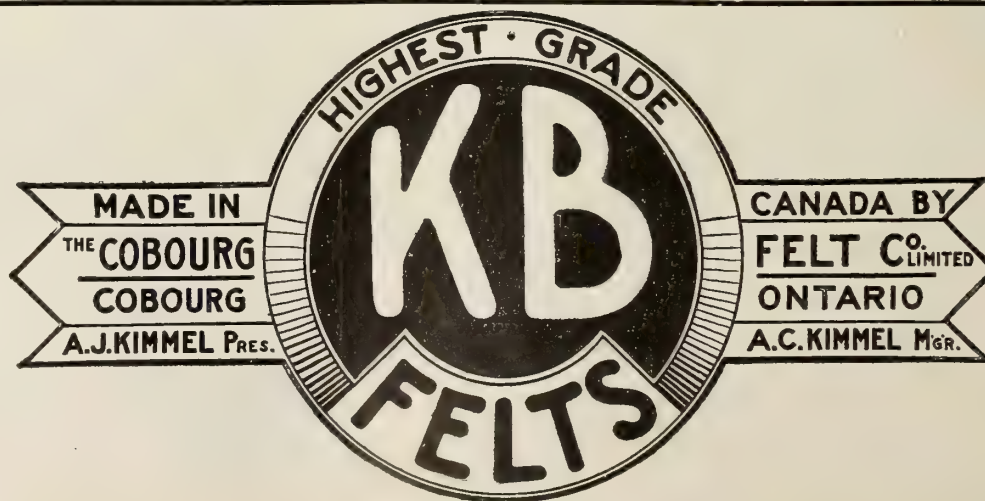
Word has been received by C. E. Smith, shoemaker, Aurora, Ont., that his son, Private Wesley Smith, is dead, following an operation. He had seen considerable service at the front.

L. A. Guertin & Co., shoe retailers, St. Hyacinthe, Que., have registered.

The friends of Mr. A. Preira, who has travelled Canada in the interests of the New England Blacking Company for many years, will be interested to hear that he is now located in Liberty, New York State, where he is taking a long-earned vacation.

GOOD, LIVE SHOE MAN desires good line for the West or Maritime Provinces, Eastern locality preferred. Box 690, Footwear in Canada, Toronto.

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS





THE SOUL OF THE NATION

THE SOLE OF THE NATION

The *Quality, Variety and Quantity* of *Hemlock, Union and Oak Sole* Leather manufactured at our four up-to-date tanneries, enables us to serve the manifold demands of the Canadian Shoe and Leather trades.



The Breithaupt Leather Co.
Limited
KITCHENER, ONT.

Tanneries at Woodstock, Ont., Penetang, Hastings

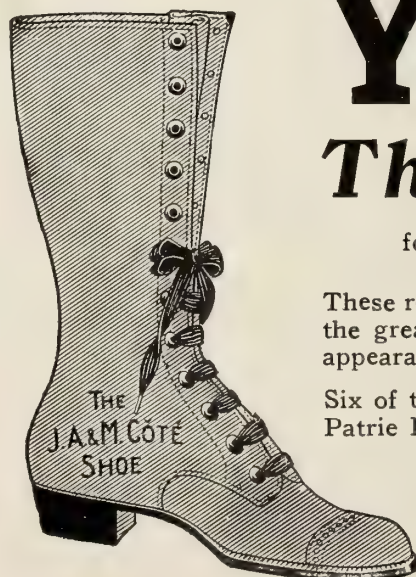
Represented in Montreal by—
John McEntyre and R. M. Fraser, 1 St. Helen St.

In Quebec by—
Lucien Borne, 491 Rue St. Valiere

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**Make Sure of Success in 1918
by Introducing to Your Customers**



YAMASKA

The All Leather Shoe

for MEN, YOUTHS, BOYS and LITTLE GENTLEMEN.

These reliable shoes are designed with the object of securing for the wearer the greatest possible measure of comfort, long-wearing service and good appearance.

Six of the latest lasts now on view in our Montreal Showrooms at 14 La Patrie Building (Representative, Henry Martineau).

La Compagnie

J. A. & M. COTE

ST. HYACINTHE - QUEBEC

BOSTON

NEW YORK

CHICAGO

WINSLOW BROS. & SMITH CO.

ESTABLISHED IN 1776

Tanners and Manufacturers

SHEEPSKINS and CABRETTA

Also Woolskins in Bark and Alum Tannages

NORWOOD - MASS. - U. S. A.

"The Leading Novelty Slipper House of America"

*Now is the time to order your
Felt and Novelty Slippers*

The E-Z Walk Specialties in HIGH
GRADE FELTS, SATINS, SPORT
CLOTHS, GROS GRAINS, CRE-
TONNES and COMBINATIONS, are
the talk of the trade.

Style—Design—Fit—Workmanship can't be beat.

Ask your Jobber about them.

THE E-Z WALK MFG. CO., Inc.

62-70 West 14th St., NEW YORK CITY, U.S.A.

Good Kid for Good Shoes



New Castle Kid

We can supply you with this
famous product, either Glazed
or Mat. It is always of the
highest quality, uniform and
reliable. Shipments on time
and in any quantity.

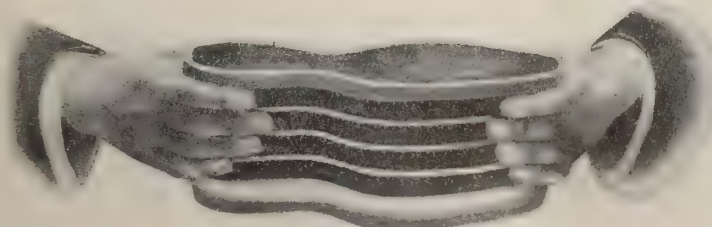
Write for samples in black or colors.

New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal

Factory:—Wilmington, Del., U.S.A.



Safe Die Cutting

Our patented Steel Dies will make your
cutting safe at all times. Accidents are
practically impossible owing to the special
construction which prevents jamming or
slipping. Our Dies are keen cutters and
give satisfaction on all cutting work.

JAS. CLELAND, REGD.,

Largest Die Manufacturer
in Canada

16 St. George St., MONTREAL



Established 1853



*Edwin Clapp
& Son Inc.*
ESTABLISHED 1853

EAST WEYMOUTH, MASS. U.S.A.

In the making of the Edwin Clapp Shoe

maintenance of quality regardless of cost, has been upheld for over sixty years. The models for fall and winter will preserve the same excellence of workmanship, materials and style that placed them in the front ranks of the footwear world.

JOBBER! Don't miss this line of Fine Footwear

**WOMEN'S LEATHER SHOES, MISSES',
CHILDREN'S and INFANTS' FOOTWEAR**

*All the
Popular
Styles*

Drop us a line

We offer you a line of superb footwear—made with that solidarity which will build for you good will and bigger business.

We use the best quality of materials, and offer Jobbers every facility to choose lines suitable for their trade.

We should be glad to show you samples and make you quotations. There is a splendid margin of profit.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



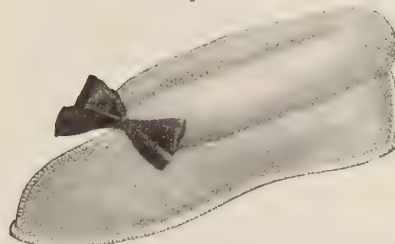
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOOZE MATERIAL. Also
Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

For Jobbers



AIRD McKays for Men, Women, Youths
and Boys are made in all the desirable
lasts for 1917 selling. We are very sure you
will not be offered anything superior in quality
or design at such attractive prices as we are
quoting. Write direct immediately for in-
formation. We are now showing all styles.

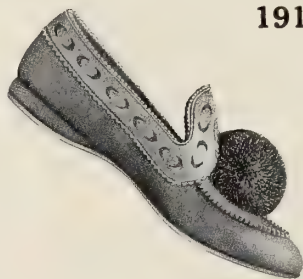
Aird & Son, Reg'd
Montreal

The Patented Slippers Daniel Green Comfy Felt Slippers

Made on a Patented Process

THE NAME "COMFY"

is registered in the United States Patent Office and other countries, hence no other felt slippers are "COMFY."



1918 Line Now Ready

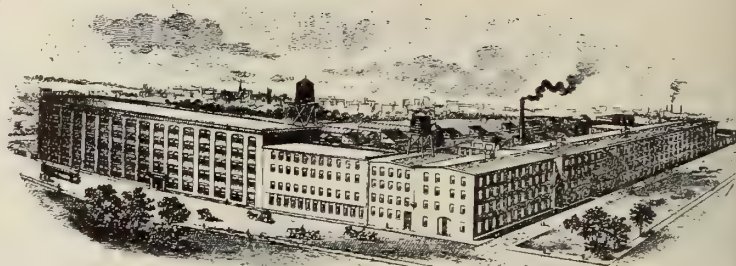
Comfy Felt Slippers for men, women and children

Distinctive boudoir slippers in leather and felt.

Also felt shoes in many models. Send for catalog.

Daniel Green Felt Shoe Co.

132 East 13th Street, NEW YORK



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada,
All Foreign Countries

Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

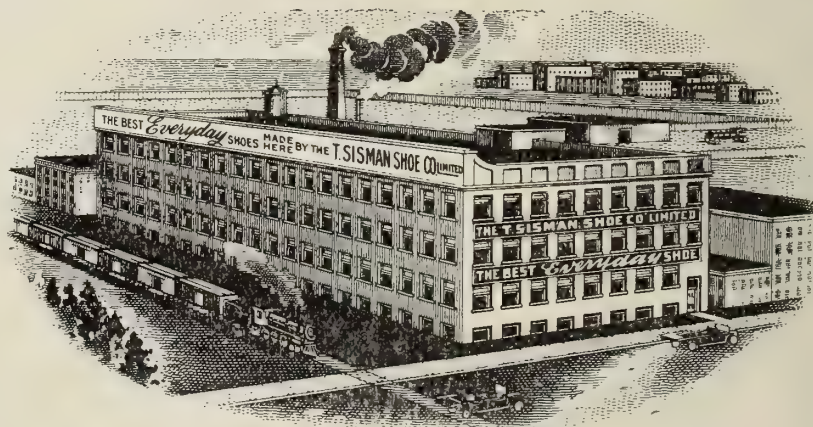
ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

For every member of the family

For work and play, we make a high-grade—long wearing—line of shoes that will give great value. Mechanics, farmer's, workmen, school children—wherever real wear is essential you'll find "The Best Everyday Shoes" fill all requirements.

*Ask your jobber,
or write direct*

THE BEST EVERYDAY SHOES



The T. Sisman Shoe Co.
LIMITED

AURORA

-

ONTARIO

FOR
FALL

1918

*Everything
Points
to a Big
Season's Business
in*



ORDER

NOW

INDEPENDENT

Rubber Footwear

Get in your orders early for this fall season's trade—"ROYAL BULLDOG," "KANT KRACK," "DAINTY MODE," "VERIBEST" and the "DREADNAUGHT" are the brands you want. They are the finest rubbers made in Canada or elsewhere, and famed for their style and wearing qualities.

Independent Rubber Company, Limited
MERRITTON, ONT.

LIST OF JOBBERS

The J. Leckie Co., Limited .. Vancouver, B.C.
The Kilgour-Rimer Co., Ltd. . Winnipeg, Man.
E. A. Dagg & Co. Calgary, Alta.
The A. W. Ault Co., Ltd. ... Ottawa, Ont.

Amherst Boot & Shoe Co., Ltd., Amherst, N.S.
Brown, Rochette, Limited Quebec, Que.
The London Shoe Co., Ltd. .. London, Ont.
T. Long & Brother, Ltd. . Collingwood, Ont.

McLaren & Dallas Toronto, Ont.
White Shoe Company Toronto, Ont.
James Robinson Montreal, Que.



ABILITY
PLIABILITY
RELIABILITY

- ❑ Acme Soles have walked into favour with the public. The tremendous increase in the demand proves that.
- ❑ Outside of Dunlop "Traction Tread" Tires, no other product emanating from our factories has quite equalled the furore created by "Acme's" advent into Soledom.
- ❑ In a field so new and so radical, only one fact could account for such an unusual success in such a short time—Ability, Pliability, Reliability.

ABILITY of "Acme" Soles to outwear leather.

PLIABILITY of "Acme" Soles in actual use by those who search for boot and shoe comfort.

RELIABILITY of "Acme" Soles when the count is being made of Squeaks, Cracks, Leaks.

- ❑ Colors Black, White, Tan. Supplied in sheets 3/16", 1/4" and 5/16" thick for repair purposes.

Specify "Acme" on all your Boot orders

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: Toronto

Branches: Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London, Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

Makers of High-Grade Tires for Automobiles, Motor Trucks, Bicycles, Motorcycles, and Carriages; High-Grade Rubber Belting, Packing, Fire Hose and General Hose, Dredge Sleeves, Military Equipment, Mats, Tiling, Heels and Soles, Cements, Horse Shoe Pads, Plumbers' and Railroad Supplies and General Rubber Specialties.

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

Fall Styles Number

The April number of Footwear in Canada will deal with Summer and Fall styles and will be a splendid number in which to have your advertising appear. It will prove of immense value to our readers and advertisers. Why not send your reservation now?

Footwear in Canada

347 Adelaide Street West
TORONTO

"R-H" Steel Heel Plates

(PATENT PENDING)

**WARRANTED
UNBREAKABLE**

Made of Specially Prepared Steel
The Strongest and Most Durable Heel Plates on the Market.

"R-H" Heel Plates

Are Money Savers
because they

SAVE YOUR HEELS

Prongs will not break

Put up $\frac{1}{4}$, $\frac{1}{2}$ and 1 Gross Plates in Carton.

Write for Samples

Order from your Jobber—if he will not supply you WE WILL.

Prompt Deliveries

Manufactured by

**The Root-Heath
Mfg. Company**

Plymouth, Ohio, U. S. A.

Also manufacturers of Cobbler Outfits, Lasts and Stands, etc.



1



2



3



4



5

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN & SON
20 Maud St., TORONTO

BOOKS FOR SALE

Store Management, an illustrated book of 252 pages,
by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench.
Just published—255 pages. Price \$1.00.

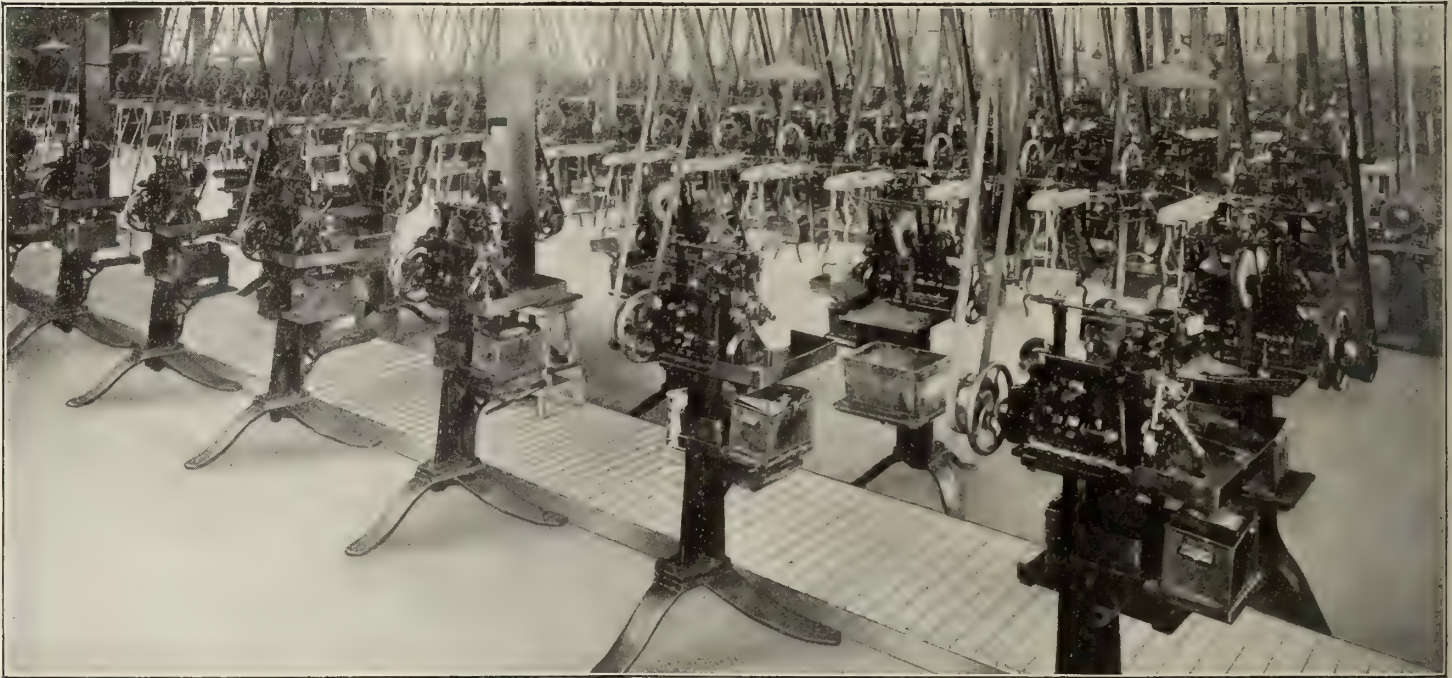
Footwear in Canada 347 Adelaide St. W.
TORONTO



THE NAIL

**Klean-Kutt Pegging Nails
in all sizes**

Where It Is Made



Why It Is Made

TO FILL A LONG-FELT WANT. Especially suitable for use by Repair Men to make a light, inconspicuous fastening for light-sole shoes.

LIGHTER THAN SHOE RIVETS.

STRONGER THAN SHOE TACKS.

Not made to take the place of either, but rather to fill the gap between them for a light, easily-clinching, small-headed sole fastening for shoe making and repairing. Excellent for use where the insole is light or frail, or in attaching any sole where a light, tenacious fastening is desired.

SMALL HEAD.

CORRUGATED SHANK.

CURLING TACK POINT.

Where You Can Secure It

United Shoe Machinery Company of Canada, Limited
MONTREAL, QUE.

90 Adelaide Street West, TORONTO

179 King St. W., KITCHENER

28 Demers Street, QUEBEC

**We Can Save Money for You on Your
Shipping & Packing**

H & D Solid Fibre Board Boxes

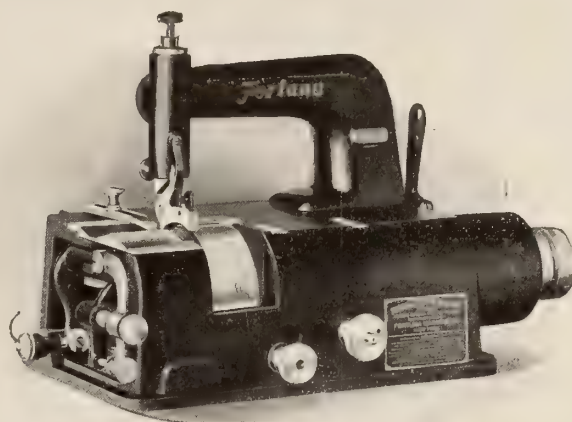
- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.
of Canada, Limited
TORONTO ONTARIO

Fortuna Skiving Machine



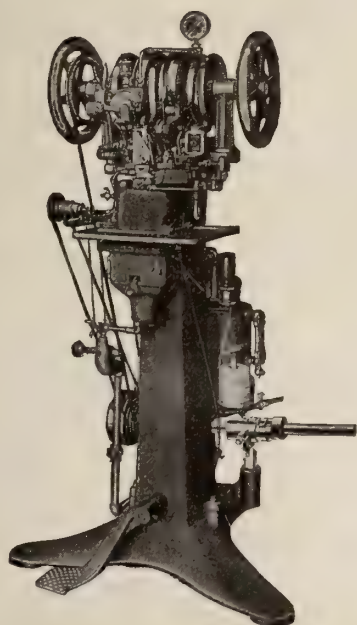
**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.
127 Duane Street - NEW YORK

Landis Outfits are Money-Makers

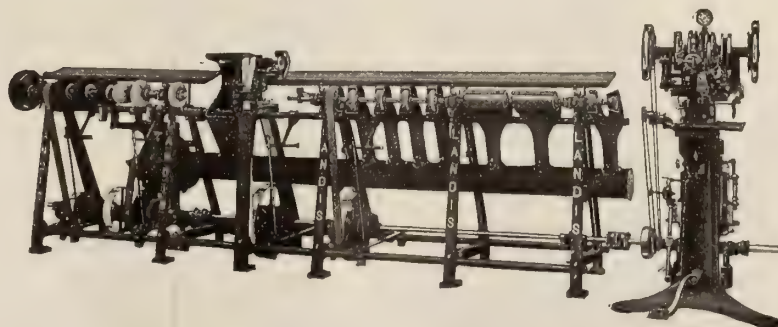


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

BRODIE'S

Patent Flour Paste

We are supplying Brodie's Patent Flour Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

Write for sample and price.

Brodie & Harvie

Limited

14 Bleury St. MONTREAL

Upper Leather

Patent, Dongola, Box Sides, Gun Metal, Tongue and Wax Splits, both Plain and Ooze in Black and Tan.

Shoe Felts, Supplies

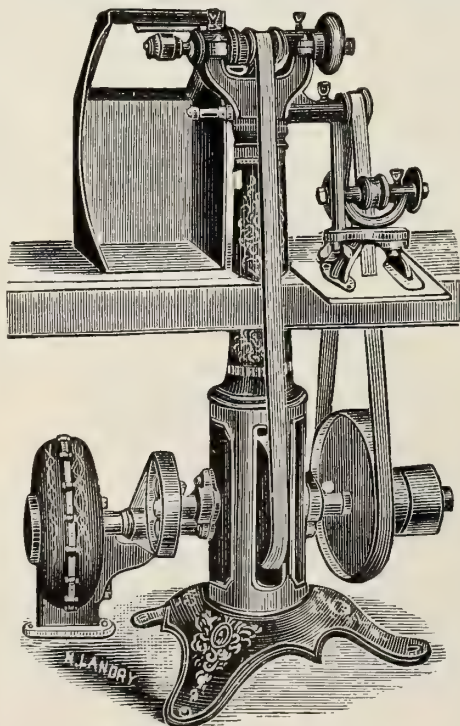
Shoe Cottons of all kinds.
Shoe Cements
Top Facing
Box Toe Goods
Buckrams, Sateens of all kinds
Sole Leather Flanks, Shoulders
and Heads

Write for Samples and Prices.

L.S. ODELL

137 McGill Street,
MONTREAL

Improved BUZZELL EDGE TRIMMER



Complete
with dust
carrier.

Speed 1300

Size of
pulley
5 inches

This machine
is made from
new patterns
and is much
heavier than
old style.

KIEFFER BROTHERS, (Reg'd.)

96 Prince Street MONTREAL

Dealers and Manufacturers in Non Royalty Shoe Machinery

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1882
THE COMMERCIAL
THE WEEKLY FINANCIAL, COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.



No. 118—Women's House Oxford, Turn,
Rubber Heel—Cushion Sock
\$2.75

OUR RECORD 100 YEARS OF GOOD SHOEMAKING 100

THIRTY LINES OF WOMEN'S TURN
OXFORDS—PUMPS AND SLIPPERS
IN STOCK

Pumps and Oxfords	\$2.00 to \$2.75
Strap Sandals	1.50 to 2.25
Juliets	1.85 to 2.75

All Listed in Stock-Catalog No. 12
Shall We Send It?

L. B. EVANS' SON CO. - WAKEFIELD, MASS.
BOSTON OFFICE—110 SUMMER STREET

Jobbers Attention!

A new firm with old heads
manufacturing

*Misses,' Childs'
Infants'*

in

Turns, McKays, Stitchdowns

in colors, patents, blacks and all
latest toppings.

We are particularly well equipped to give
Jobbers the very best SERVICE. Our men
are old, experienced hands on this class of
work.

On your next trip to Montreal see our
samples—that means you will buy.

The Eastern Shoe Mfg. Co.
MONTREAL

152 Frontenac St. Phone—La Salle 2561

Notice for Jobbers



THIS shows one of
our new lasts, Ne-
olin sole bals all shades
and leathers; also
Misses', on sport last.
Jobbers will find this a
profitable and ready
seller.

We are prepared to
accept orders for all
white canvas
lines, and
promise de-
finite ship-
ment.

**Give us your
inquiries.**

"La Duchesse" Shoe Co.
Registered
MONTREAL

**EASY
CLEANING
FLUID**

"Easy Cleaning Fluid"
the ONE Cleaner

that attracts trade to your store
because adapted to Dry Cleaning Wear-
ing Apparel, Silks, Satins, Velvets, Gloves,
etc., as well as Fancy Shoes. Try it and
be convinced.

**CANADIAN SHOE FINDINGS
NOVELTY COMPANY**

Toronto, Canada

**THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.**

MAKERS

2450 2450 2450



GUS V. WELLS, 531 14th St., Des Moines, Iowa

be without them for ten times their cost.

Triplicates—One for the Carton

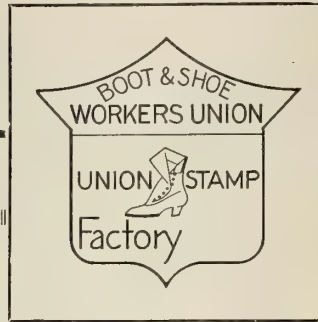
They are put up in book form like postage stamps (and the cash
always balance. No mis-mates).

COLOR		PRICES	
White on Black	White on Blue	2,500 in Triplicate	- - - \$3.00
White on Tan	White on Red	5,000 in Triplicate	- - - 4.50
White on Green		10,000 in Triplicate	- - - 6.50

The cost is a trifle—10,000 in triplicate \$6.50 (20 pairs for one cent).
Why "stall" around in the dark. With my numbering on, it's like
having an electric sign on the end of every carton in the store.

They do a man's
work on a busy day,
and are just as im-
portant on the bot-
tom of a pair of
shoes as the size and
width on the carton.

You can handle
five pairs of shoes
with numbers on to
one without. Once
used you would not



The Identifying Mark

The one and only mark of the Union Made shoe is the stamp of the Boot and Shoe Workers' Union.

Accept no substitute for this stamp and refuse to accept any excuse for its absence.

One stamp and one alone, on any pair of shoes, for men, women, or children, makes the union made product—the Stamp of the Boot and Shoe Workers' Union.

Add Union Made shoes for the coming season and note their value to you as a business building asset among the Union men of your community.

Boot and Shoe Workers' Union

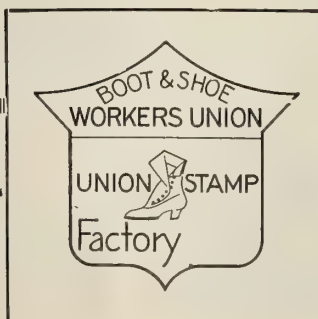
Affiliated with the American Federation of Labor

246 Summer Street

Boston, Massachusetts

JOHN F. TOBIN,
Gen. Pres.

CHAS. L. BAINE
Sec'y-Treas.



A Shoe Merchant

With a

Champion Shoe Repair

Department, said

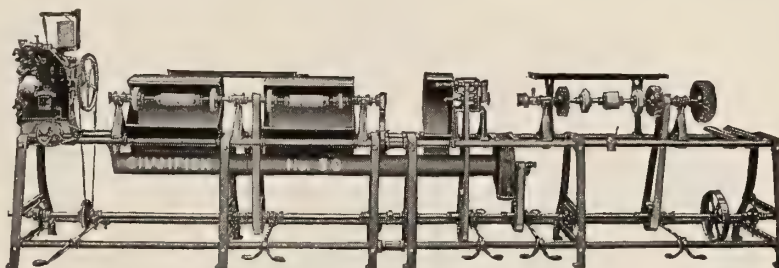


Every customer for a new pair is a prospect for the repair department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

Champion Machines are sold outright (no royalty) for cash or on monthly payments.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

Over 20,000 Champion Machines of various types in use—That means MERIT and QUALITY.

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

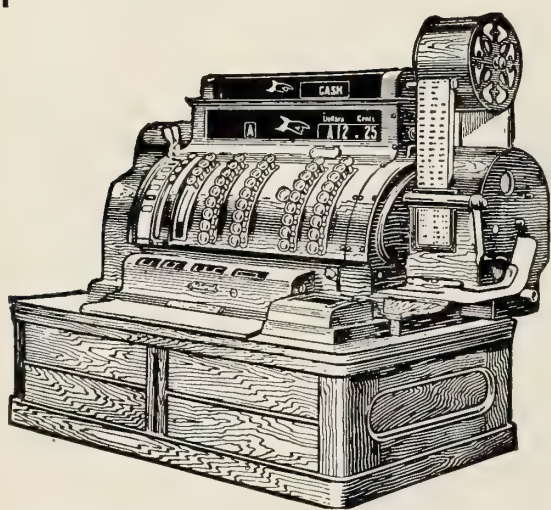
Please send me particulars about a shoe store repair department.

Name Street
City State

A Machine That Saves Time

No merchant should do the work a machine can do for him

A National Cash Register does 15 important things in 3 seconds. It would take many minutes to do them by hand—yet no merchant can afford to be without the protection and information they give. A National Cash Register—



Prevents disputes and stops losses.
Prevents carelessness and forgetfulness.
Increases the merchant's trade and profits.
Makes better clerks by showing what each does.
Saves clerk hire by speeding up sales.
Protects you against the mistakes of new clerks.
Lowers cost by increasing take-with sales.
Gives quick service, and prevents overtime work.
More than pays for itself out of the money it saves.

The National Cash Register Co. of Canada, Limited, Toronto.

I would like to know how a National Cash Register enforces system in business, how it prevents carelessness, how it stops mistakes, how it would save me money. I understand that this places me under no obligation.

Name.....

Address.....

Business..... No. of Clerks.....

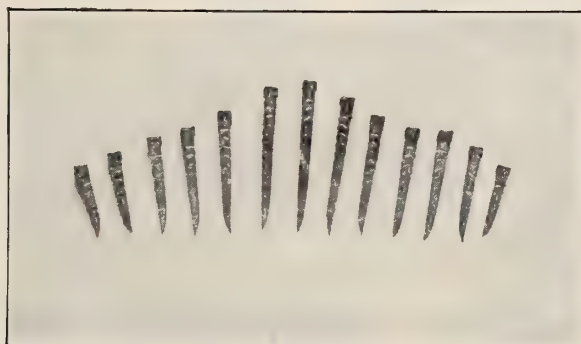
A demonstration of the register best suited to work your business will prove these statements. Let our salesman show it to you. This will place you under no obligation.

The National Cash Register Co. of Canada, Limited

SOMETHING NEW FOR REPAIR MEN

USMC PEGGING NAILS

The Nail with the Bulldog Grip



Made in the same sizes as Shoe Rivets—one gauge only.

LIGHTER THAN SHOE RIVETS STRONGER THAN SHOE TACKS

Not made to take the place of either, but rather to use in conjunction with them, being especially suited for use by Shoe Repair Men to make a light inconspicuous fastening for light sole shoes. Excellent for use where the insole is light or frail or in attaching any sole where a light, tenacious, easy clinching fastening is desired.

**NOTE THE SMALL HEAD AND ABSENCE OF SHOULDER
OBSERVE THE CORRUGATIONS OR GRIP IN THE SLENDER BODY**

See The Point

Write Us For Sample

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide St. W., Toronto

179 King St. W., Kitchener

28 Demers St., Quebec



Nufashond
TRADE MARK B.V.

quality shoe laces
for every requirement

In bulk for the factory trade.
Single paired for the fine job-
bing trade.

Finished with **Nufashond
Fabric Tips** (patent applied for).
Part of the braid itself. Rustless,
waterproof, won't pull off.

Samples and particulars upon request

Narrow Fabric Company
Reading, Pa.



FRED W. MEARS HEEL CO.

DESIGNERS AND MAKERS OF

WOOD HEELS

TELEPHONE 1431

HAVERHILL, MASSACHUSETTS

Canadian Agents :

A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

"D & P" Counters

Fibre for lasting satisfaction

Made in Canada



Send for samples of our Canadian
made Fibre Counters. They outlast
leather counters in every grade of shoe
and give better satisfaction at all times
Made of selected fibre board.

Upper and Sole Leather

Our stock of these
leathers is exception-
ally good at the pre-
sent time and we will
gladly quote on your
requirements for the
coming season.

DUCLOS & PAYAN

Tannery and Factory: ST. HYACINTHE, P. Q.

Sales Offices and Warehouses:

224 Lemoine Street MONTREAL

Ed. R. Lewis, 21 Scott St. Toronto: Ontario Selling Agent

Richard Freres, Quebec, Selling Agents for Quebec City



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer
and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST MONTREAL. PHONE 675
QUE. QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED

GOODYEAR

**Machinery Is MADE To Operate
SATISFACTORILY**

Not made just to sell or meet some particularly low selling price
And after GOODYEAR MACHINERY is installed it is KEPT in
good running repair by a highly trained staff of travelling mechanics

Quality

Efficiency

Shoe Repair Outfits

in all sizes

Made in Canada

Convenience in Operation

**Everything
For The
Up To Date
Repair Shop**

Small First Cost

Low Upkeep

Let Us Send You Our Latest Catalog

United Shoe Machinery Company of Canada, Limited

MONTREAL, QUE.

**90 Adelaide St. W.
Toronto**

**179 King St. W.
Kitchener**

**28 Demers Street
Quebec**

The Toledo Button Machine

The Perfect Button Machine

Try It

In Your Own Store
Sold Outright
Fastens all Buttons
Fully Guaranteed

\$95

with Toledo
Rust Proof White
Wire for 12,000
operations

Payments if desired
Sent on 15 days trial

ORDER

ONE

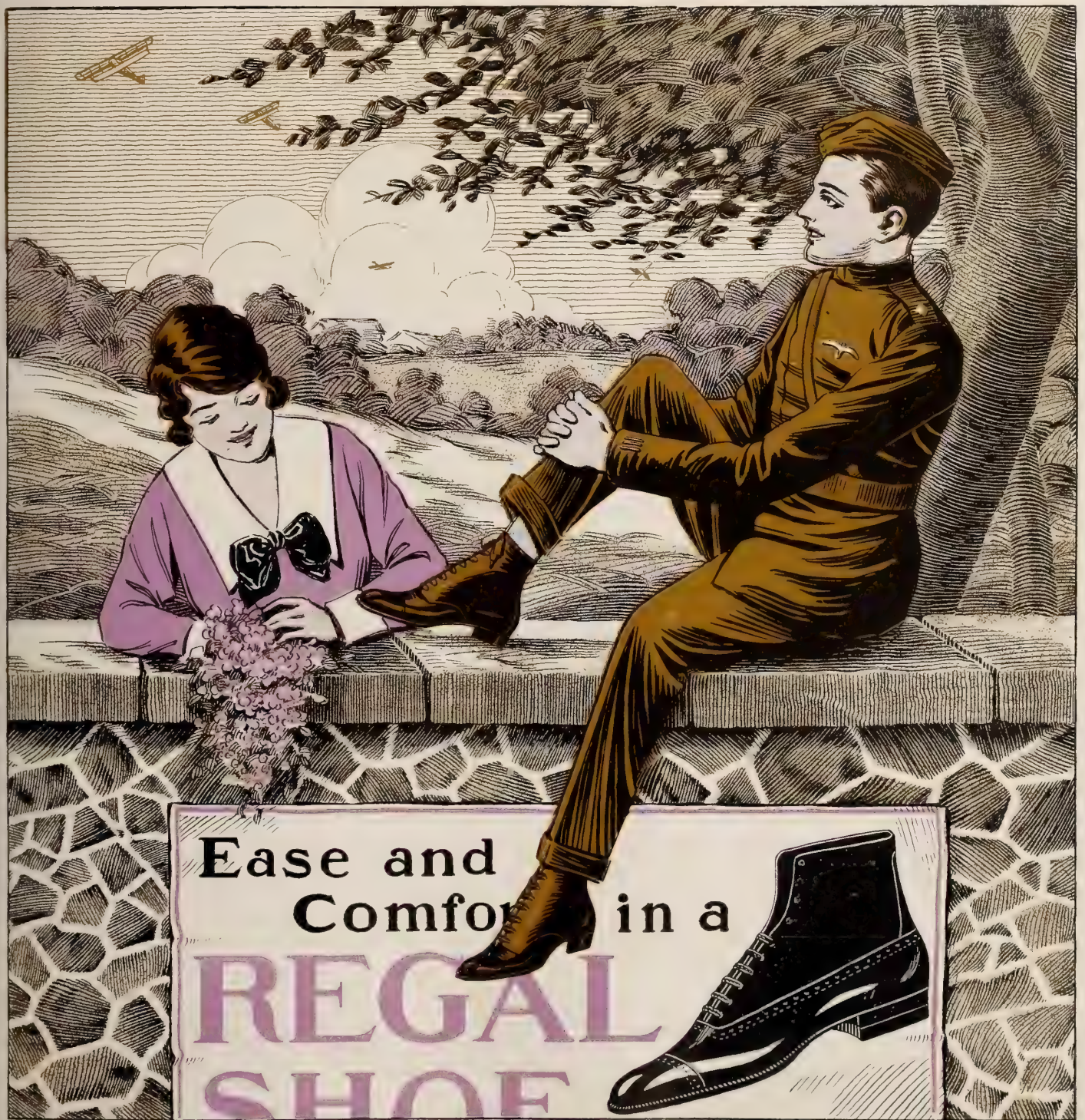


For sale and guaranteed by

Canadian Shoe Findings Novelty Co.	-	-	-	-	Toronto
Adams Bros. Harness Mfg. Co., Ltd.	-	-	-	-	Winnipeg
Great West Saddlery Co., Ltd.	-	-	-	-	Calgary
B. C. Leather & Findings Co., Ltd.	-	-	-	-	Vancouver

Footwear

In Canada



Ease and
Comfort in a
**REGAL
SHOE**



PANTHER

TESTED FIBRE SOLES



"Sure Step" Rubber HEELS



PANTHER FIBRE SOLES are ideal for all weather conditions because of their lightness and strength and waterproof quality. Each season brings an increasing number of wearers of Panther Soling. Always superior to leather soles—they can be worked quite as easily without cracking. Made in all standard colors for every grade of shoe.

Panther "Sure Step" Rubber Heels give satisfaction at all times. Write us for information.

Panther Rubber Co., Limited

Sherbrooke

Quebec





The wide-awake shoe store will be well stocked with FLEET FOOT Shoes. The demand for FLEET FOOT will be bigger than ever this season, and the store with a full line of FLEET FOOT is sure to get the best trade.

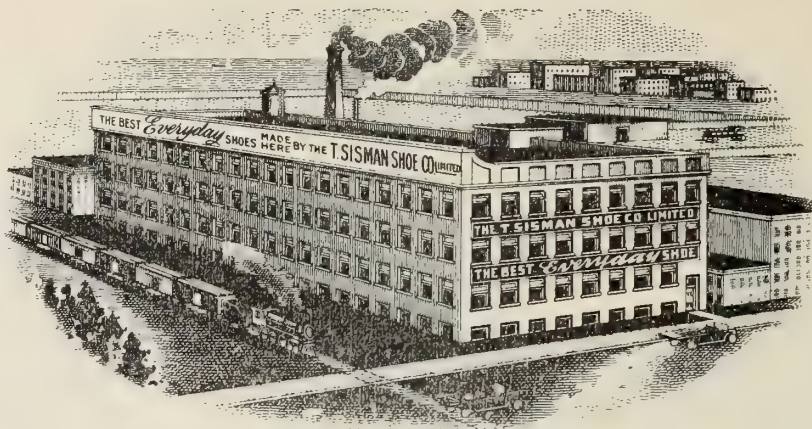
Write to our nearest branch

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Service Branches at Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

We are making an attractive line of shoes for JOBBERS



"The Best Everyday Shoes"

and

"The Aurora" lines

of

Box Calf and Velours

in Blacks and Colors

We make the real serviceable shoes that give best wear for working men, farmers, and for outdoor use. "The Best Everyday Shoes" are known and appreciated in every locality of the Dominion as good, honest value for the money. Jobbers find our line an exceptionally staple one and a steady money-maker for every season. Drop us a line intimating your desire to see them. Retailers will do well to ask their Jobbers for "The Best Everyday" and "The Aurora" Shoes. Made to fit the feet, fit the eye, fit the pocketbook, and are always "fit" to wear.

THE T. SISMAN SHOE CO.

LIMITED

AURORA

ONTARIO

**You ought to know
all about this big
shoe proposition !**



The Thompson Kusion Sole Shoe for women has a number of distinguishing features that make selling a pleasure and every sale a profit maker. These shoes bring Ease, Comfort and Pleasure to the wearer. The neat serviceable styles will make them popular with your best customers.

Thompson's

Kusion Sole Kumfort Shoe

These "Kumfort Shoes are made with a soft, springy cushion of resilient cotton felt, placed between the inner and outer soles, extending fully from heel to toe. This process, in conjunction with our method of manufacture, gives the Thompson Kusion Sole Shoe an exclusive appeal that is irresistible to women.

Investigate

**No time like today
Let us hear from you**



We keep an extensive "In Stock" Department and take great care to make this department live up to past records of speedy deliveries and efficient service. Our entire time is taken up on this one line of shoes, and their excellence is acknowledged by dealers and wearers alike. Send to-day for further information.



Thompson Shoe Co.

LIMITED

Mappin and Webb Bldg.,

10 Victoria St.

MONTREAL

Just Wright Shoes In Stock



Stock No. 13
Gun Metal Calf Bal, Talbot Last.
Stock No. 12—Same in Tan.

IT will pay you to use the JUST WRIGHT Stock Department, either as a first aid in filling in sizes, or as a weekly or monthly proposition.

We mobilize your reserve stock in our factory, and send them out the day you order.

TRY IT AND SEE. IT PAYS.

Send for style catalogue.

E. T. Wright & Co., Inc.

ST. THOMAS, Ont.

ROCKLAND, Mass.

**"Imperial"
Fine Shoes**

**"Maple Leaf"
Heavy Shoes**

McLAREN & DALLAS UNEXCELLED

Immediate Spring and Summer Service

"Imperial" Shoes

for Men and Women. Made in all fine leathers. Goodyear Welts and McKay Sewn.

"Little Canadian"

An extra fine line of Misses' and Children's Shoes.

"Speed King" Tennis

for Men, Women and Children. All the new and popular styles.

Women's 8 and 9 inch High Cut Bals

The present run of fine spring days has brought a quick demand for all the popular summer lines. Our sorting service cannot be excelled. We are showing a splendid line of values in Women's High Cuts—8 inch and 9 inch—in all the new and popular styles and colors—Havana Brown and Mahogany Calf, Gun Metal Calf, Vici Kid, and Patent Leathers—Havana Brown and Mahogany Calf in both Neolin and Leather Soles.

Pumps and Oxfords

in Havana Brown—Mahogany Calf—Gun Metal Calf—Vici Kid—Patent Leather—in Goodyear Welt, Turn and McKay sewn.

Women's, Misses' and Children's White Canvas Shoes

in High Cuts—Pumps—Oxfords and Strap Shoes, made on the newest style Sport Last, as well as with Cuban and Half Louis Heels.

Speed King Tennis and Sporting Shoes

on hand for rush shipment.

Quality and Service

The quality of the footwear we are showing, as well as our service in handling orders, has gained for us a reputation which it will be our greatest ambition to live up to, and in placing your orders with our salesmen you can be absolutely sure of receiving our prompt and careful attention.

McLaren & Dallas

30 Front Street West, TORONTO

Rubber Footwear

KANT KRACK — DAINTY MODE — ROYAL
BULL DOG—DREADNAUGHT—VERIBEST

SPEED KING TENNIS and
SPORTING SHOES

The "Sportsman"
Hunting Boots
10-12-15 inch

"Witch Elk"
Prospectors' Boots
10-12-15 inch

For your best trade

See these new styles

There is a wealth of fashion and sure selling appeal in the new samples we are showing for next season.

Every model was chosen after careful consideration. Our salesmen are now out with these samples. See them—you will be interested.



Mens' Royal Purple or Mahogany Calf.
Long recede toe. Paris Last. Model 112 C.
Widths A to D.

We are Distributors for
AYLMER SHOE CO.
LIMITED
AYLMER - ONT.



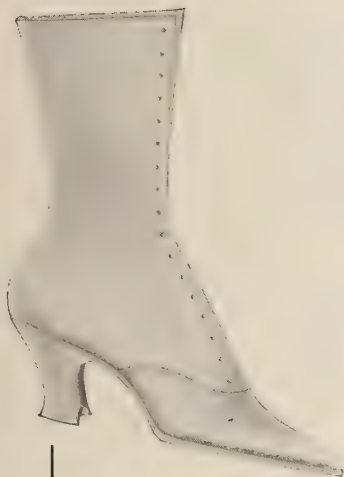
Ladies' Perforated, on Princess
Last, Royal Purple, Medium low
heel. Model 906 C. Widths A to D

Our shoes are successful in the largest stores of the country as well as the smallest.

The reason—they are downright good. They have that attractive appearance which sells them at a glance, and have wearing quality which satisfies your customers.

AM-BRI-CAN DISTRIBUTORS

Head Office, 57 Gould Street
TORONTO



THREE

well known brands
of Footwear that
will make your
business hum. See
latest samples.

"Metropolitan"
"Paris"
"Patricia"



Dealers sometimes ask us how we can keep the grade of our leather so high in our well known lines. We can do this by getting our leather supply from our own tanneries. This selection gives greater value to our customers.

For next season we are showing a line of the newest and most serviceable styles on the market. They are winners. Send for information.

Daoust, Lalonde & Co.
LIMITED

MONTREAL

Branch—Metropolitan Shoe Co., 91 St. Paul St. E., Montreal





SPEEDING UP THE SPRING REPAIRING

The good old reliable Star Brand Tap Soles and Lifts are still to the fore for the fast work. Modern Repair Methods demand speed and all up-to-date shoe repair men recognize the value of Star Brand Tap Soles. They are handy and economical. Real Steer Hide, Vat-Tanned and time tried.

Be Prepared
for the big rush
of business

Place your spring order
now for a big consign-
ment of **Real** Leather
Tap Soles.

BEARDMORE & CO.

Sole Leather Tanners and Sole Cutters

TORONTO and MONTREAL

Established 1882

WHITE'S WORTH WHILE

SPECIALTIES in Spring and Summer Shoes—embracing the BEST SELLERS that the best factories in the country can produce. The big Spring Rush is starting now and you are going to want your stock in a hurry. It will mean money to you to get what you want in good time. We can help you.

*Quality, Service,
Reliable Shoes*

*Women's Oxfords,
Strap Slippers,
Pumps, Colonials.*

*Men's Shoes in
all styles and
shades.*

*Independent Tennis
and Sporting
Shoes.*

We Have the Goods

We have a large stock of the popular lines mentioned for Men, Women and Children. They are sure profit makers and will move quickly at present prices. You will be doing a good stroke of business to look over our samples or better still send us an order. You will be convinced that "we have the goods."

Our Travellers

are now calling on the trade with samples of In-Stock and Placing lines. Take note especially of our Heavy Staples for Men, Boys and Youths.

YOUR RUSH ORDERS

*will have the service of our efficient
special department and will be sent
same day order is received.*

White Shoe Co., Limited

48 York Street

T O R O N T O

Good Shoes

for the young people

We sell only to
J O B B E R S



By specializing on shoes for boys, growing girls, misses and infants, we can offer the jobber a proposition that will be very hard to beat. Our shoes are distinctly well made and show plainly their worth. Your trade will appreciate this line and the new business you will create should prove valuable for continuous business.



*May we show you
the new samples?*

We will gladly arrange to
show our new samples.
Write or call.

Charbonneau & DeGuise

636 Craig St. East

MONTREAL



ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY**
—LIMITED—

"Peerless" Rubber Heels

The Master Line



"Live Rubber"—an expression now widely used by other makers of rubber heels—*originated with Dunlop.*

And that's not the only thing which "Dunlop" originated and other manufacturers have copied.

But, it is one thing to appropriate a manufacturer's slogan and quite a different thing to have what that slogan stands for.

Dunlop Rubber Heels have a superiority all their own—a wear-longer, walk-easier quality that twenty-four years' knowledge of rubber-made goods has made possible to impart to products branded "Dunlop."

Topmost merit in the heel itself and continuous and far-reaching advertising, make Dunlop "PEERLESS" Heels conspicuous as representing an extraordinary selling opportunity to dealers.

Three colors—

GREY, BLACK, TAN

—and all sizes.

If it is Whole Heels you are interested in, ask about "Acme." Also a full line of Cements for all purposes.

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: TORONTO

Branches : Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London, Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

Other Dunlop Products are : High-Grade Tires for Automobiles, Motor Trucks, Bicycles, Motorcycles, and Carriages; High-Grade Rubber Belting, Packing, Fire Hose and General Hose, Dredge Sleeves, Military Equipment, Mats, Tiling, Golf Balls, Rubber Boots, Horse Shoe Pads, Agricultural, Plumbers' and Railroad Supplies, and General Rubber Specialties.





**"THE SOLE OF
PERFECTION"**

You Cannot Dodge the Boot Issue

The boot issue, like the food issue, affects the whole nation.

The cost has to be cut down; that's why "Acme" Soles found a ready market.

Whacking a chunk off the shoe repair bill.

Lengthening the days of both the sole and the uppers.

Introducing a new element of comfort in shoe wearing.

Removing all danger of slipping. "Acme"—"the Sole of Perfection"—is a welcome addition to every household. Specify "Acme" on new boots or repair jobs.

COLORS: BLACK, WHITE, TAN

Supplied in sheets 3/16," 1/4" and 5/16" thick for repair purposes.

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: Toronto

Branches: Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London, Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

Other Dunlop Products are: High-Grade Tires for Automobiles, Motor Trucks, Bicycles, Motorcycles, and Carriages; High-Grade Rubber Belting, Packing, Fire Hose and General Hose, Dredge Sleeves, Military Equipment, Mats, Tilting, Golf Balls, Rubber Boots, Horse Shoe Pads, Agricultural, Plumbers' and Railroad Supplies, and General Rubber Specialties.





Comfortable

As An
Arm-Chair
is the

BENNETT **COUNTER**

TRADE MARK

It makes a new shoe feel as easy on the feet
as an old one.

Buy the Bennett Counter and benefit by
the Bennett quality.

All Counters made from the best fibre—water-
proofed and moulded perfectly to your last.

Ask for samples and prices

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, QUE.

Sales Office—59 St. Henry St., Montreal



Retailers !

Get Fast Turnover and More Profits

These goods IN STOCK will do it for you.

No. 700—Kidduck Bluch. CUSHION WELT, Pat. tip EE	\$4.75
No. 708—Gun Metal 8 in. Bal. Low Heel, Kid top, Pln toe	3.75
No. 729—Gun Metal CALF 8 in.— Best CALF top— Spool	4.50
No. 733—Duchess Brown CALF 8 in. Bal., Plain Toe G. W. Neolin Sole—Best facings, etc.	6.25
No. 757—Havana Brown 5-eyelet Oxford, Pln. toe, Flexible, ½ Louis Lea. Heel	4.75

Tie up less capital in goods

These novelties sell faster, your actual profits are greater and you have money to meet all bills when due or to discount them.

The Midland Shoe Company
KINGSTON, ONTARIO

**Miner
Shoes**

**Miner
Shoes**

Going after THE FAMILY TRADE

Take time to look over the Miner samples. Our man will be in your town soon—
You will see a selection of samples from which you can pick a stock for all the
family trade—

Men's, Women's, Misses' and Children's

Being able to fit any member of the family with Miner Shoes has proved very
profitable to many dealers.

Order your full line from the Miner Shoe Co. and get exceptional service.

High Cuts for Women

leather or Fibre Sole, on latest
lasts in all shades of leather.

Felts

Delay no longer if you want Felts
—we can still take your orders.

Cravenettes

Fleece Lined
High Cuts, Fibre Soles, good sellers
They may be scarce later on.

Hockey Boots

The best made and a complete
line to choose from.

The Miner Shoe Co., Limited

AGENTS FOR
Miner Rubber Footwear

Montreal

Ottawa

Quebec

Toronto

**Miner
Shoes**

**Miner
Shoes**

Reliable Footwear Service

*It's SERVICE
that counts in
the Shoe Busi-
ness. That is
why our turn-
over has shown
so remarkable
an*

INCREASE

James Robinson
MONTREAL



JAMES ROBINSON

James Robinson has been accorded a large share of the shoe business of this country during many years of service. This in itself is a story that should be of interest to you.

BOSTONIAN SHOES



We are now showing the new styles as brought out by "The Bostonian Shoe." For Men and Women, we know of no other line that so completely fills the wants of the average shoe man's business. The Bostonian Shoe is built on sound principles, of good sound leather, and is sold at a price that ensures popularity. We keep a very complete stock on hand at all times, and our "IN STOCK" Service is said by many to be the best in the land. The care and supervision orders receive should count for much in your business.

James Robinson

MONTREAL

INDEPENDENT RUBBERS



Independent Rubbers are going ahead at a great pace. We are not surprised because the makers of these rubbers brought them on the market in answer to the request for something better—for quality rubbers that would stand the wear of Canadian Winters. We have a large stock of all sizes and styles for work and sport.

We also have a stock of Speed King Tennis Shoes for Summer selling. The big season will soon be here. If your stock is not well filled, get your order in now. Be ready for the business.

James Robinson

MONTREAL

Reliable Footwear Service



*A complete stock,
modern equip-
ment and an effi-
cient corps of
men, ready to serve
you.*

Our large "IN STOCK" business has been built up on a basis of RELIABLE FOOTWEAR SERVICE. We have found, in our years of dealing with the Canadian Trade, that we must give our dealer customers a superior service in the details of handling their orders—in the matter of good value in the shoes we handle and in the matter of our personal relations with our customers. We would like you to become acquainted with this service.

James Robinson

MONTREAL

One ? Question
Leading Answered

Shoes for 1918

We Sell To
Jobbers
Only

Our specialties—

Leather shoes for women, misses, children and infants. These are favorites wherever shown. We give honest value for the price and work for future business on this basis.

For next season we have a number of new lasts to please the most particular. These shoes will sell and give satisfaction to the wearer.

Look us up when you want white goods for sorting. We can turn them out without delay.

GAGNON,
LACHAPELLE
and HEBERT

55 Kent Street

MONTREAL

Solid Leather Shoes for Satisfaction

Hydro City and G. V. O. Brands

Your customers want value these days, more than any other one quality in shoes. They will get the best possible wear and comfort — **QUALITY** in Hydro City Shoes. Solid leather all the way through makes our line distinctive and brings the customers back to your store. Our new samples are now being shown. Write for information.



Hydro City Shoe Mfrs.

Limited

KITCHENER, ONT.

Formerly O. V. Oberholtzer Co., Ltd.

Trade Mark



S U P P L I E S

Trade Mark



**Oil Paper
and Rubber
Coated Cloth
for covering
Shoes during
making
Die Blocks**

Among our many well known specialties is Backing of Cloth—cemented and pasted up to 56"; Also *Rubber Cements* for all purposes; Imitation ooze for Button Fly Linings and Quarter Linings; Woodward's No. 19 Canvas insoling for McKay Shoes.

Our supplies are used in all grades of footwear and give satisfaction at all times. Send for samples and prices.

Canadian Agents for Michigan Maple Block Co.

**Sateen and
Moreen Top
Facings; Fish
Glue; Imitation
Leather
Plumping Cloth
Cutting Boards**

F. E. Woodward & Sons, Lachine
Que.
MONTREAL

232 Lemoine Street

HERE THEY ARE

Really Sensible Shoes



Appearance
and
Durability

More and more are our shoes finding favor in the eyes of women who appreciate sensible shoe-wear.

The styles now showing for Spring selling embrace many shoes made on the lines of the one we now illustrate. They are shoes that are good through and through. They satisfy the careful dresser.

Not only made to look smart, but also to give the utmost satisfaction in wearing quality. They represent the Acme of Shoe Value.

Ask us all about them. We are always pleased to give information.

*We Offer You the Right
Shoes at the Right Prices.*

Canadian Footwear Co.

Limited
MONTREAL

Salesroom : 44 St. Antoine St.

Factory : Pointe-Aux-Trembles



CHAS. F. VETTER
Secretary-Treasurer



ERWIN C. GREB
President and General Manager



JAMES LAMONT
Manitoba



"Honest All Thru"

SALES
AND
EXECUTIVE STAFF
OF
GREB SHOE CO.
Limited
KITCHENER, ONT.



"Honest All Thru"

MANUFACTURERS OF

Men's Work Shoes



JOHN J. LEMBKE
North Western Ontario



VINCENT L. HOLMES
Northern Ontario



FRANK M. SMITH
Western Ontario



THOMAS ADAIR
British Columbia



ARTHUR L. BROWN
Maritime Provinces



FRED DAUB
Factory Superintendent



"Honest All Thru"

SALES
AND
EXECUTIVE STAFF
OF
GREB SHOE CO.

Limited

KITCHENER, ONT.

MANUFACTURERS OF

Men's Work Shoes



"Honest All Thru"



FRED LASHBROOKE
Main Lines Western Canada



MEDARD GAUTHIER
Montreal and Quebec Cities



FRED M. HOFFMAN
Alberta



**"Over the Top"
for
1918**

FROM COAST TO COAST

"NUGGET" Shoe Polish

WILL BE ADVERTISED IN STREET CARS
AND ON BILLBOARDS

*Good, strong, interest-compelling
advertisements that sell goods
WATCH FOR THEM*

"NUGGET" IS MADE IN BLACK, TAN, TONEY RED AND DARK BROWN

**THE NUGGET POLISH CO., LIMITED
TORONTO**

Specialties

for

Shoe Manufacturers

Heel Pads cut from several qualities of white felt, also cut from imitation leather combined with felt in all colors with a large assortment of patterns that will fit any shoe.

Tongue Lining cut from several qualities of white felt in all widths, put up 25 yards to the roll. Saves labor and stock as it is not necessary to fold. Cuts to clean edge without fraying.

Kendex Insole Stock is made in both white and oak color, having the added qualities for an insole which give satisfaction and comfort to the wearer, conforms to the foot, is of uniform flexibility, will not shrink, swell or check and prevents calloused feet, is fast color, made in all weights, worked dry and sold in sheets 18 x 60 in.

Box Toes cut from all grades of black and gray felt.

Piece Felt for cushion insoles, hard insoles, shoe rolls, box toes, fillers, heel pads.

Imitation Leather in several grades and colors, also combined imitation leather and felt.

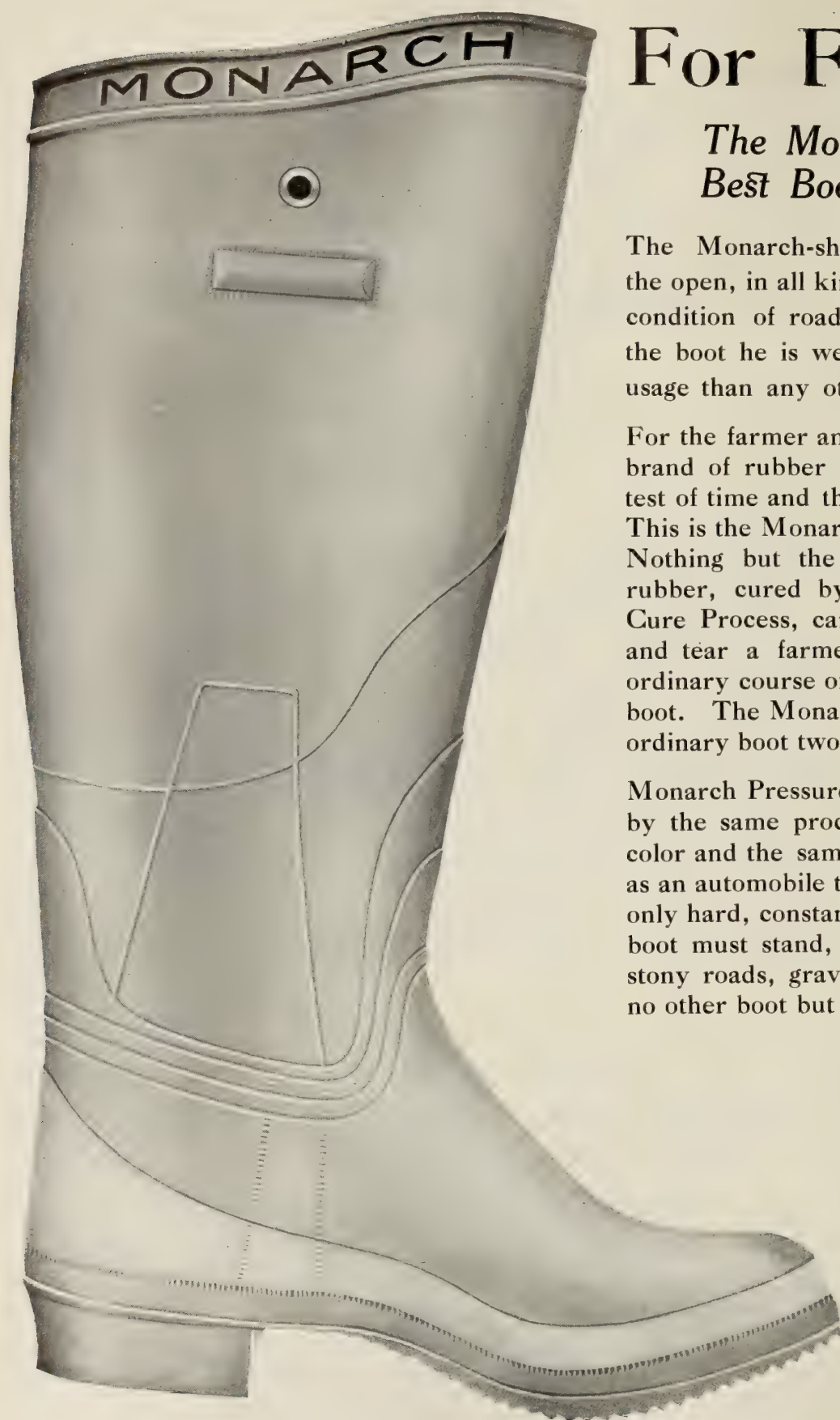
McKay Insole Stock backed with felt.

*Advise us what you are in the market for
on the above. Our prices will interest you.*

Kenworthy Bros. Co. **STOUGHTON**
Mass., U. S. A.

Represented by

Horace D'Artois, 224 Lemoine St., Montreal



For Farmer

The Monarch is the One Best Boot.

The Monarch-shod farmer, working in the open, in all kinds of weather and every condition of roads and fields, knows that the boot he is wearing will stand rougher usage than any other boot he can buy.

For the farmer and fisherman there is one brand of rubber boot that has stood the test of time and the hardest kind of wear. This is the Monarch Pressure Cured Boot. Nothing but the strongest and toughest rubber, cured by the Monarch Pressure Cure Process, can stand the heavy wear and tear a farmer or fisherman, in the ordinary course of his day's work, gives a boot. The Monarch Boot will outwear the ordinary boot two to one.

Monarch Pressure Cured Boots are made by the same process, have the same grey color and the same wear-resisting qualities as an automobile tire. They will stand not only hard, constant use, such as any good boot must stand, but the abuse of rough, stony roads, gravel, grit and stubs, which no other boot but the Monarch can stand.



The Miner Rubber Company, Limited

Sydney, C.B., St. John, N.B., Quebec, Que., Montreal, Que., Ottawa, Ont., Toronto, Ont., Hamilton, Ont., London, Ont., Winnipeg, Man., Regina, Sask., Edmonton, Alta., Vancouver, B.C.

For Fisherman

In Four Years No Unsold Monarch Boots.

The Monarch-shod fisherman does not hesitate to face every extreme of wet and cold. He knows his Monarch Boots are made like an auto tire to stand the hard knocks—the day-after-day continued wear—he gives a boot.

Monarch Boots are unchanged and unchanging. Every pair of the thousands now in use represents a fixed idea from which we have never departed. That idea is to make the Monarch the one best boot for farmers and for fishermen—to make the Monarch give them satisfaction whatever the duty it is called upon to perform.

Strength, durability, economy, the faith of the makers—these are the facts behind the Monarch Boot.

They are money-making boots for you because they have made good and will continue to make good. This is the best possible reason why you should buy them.

In four years no unsold Monarch Boots, and that in spite of the continued increase in production. From the standpoint of past performance it stands to-day more truly—***The Monarch***—all that the name implies.



The Miner Rubber Company, Limited

Sydney, C.B., St. John, N.B., Quebec, Que., Montreal, Que., Ottawa, Ont., Toronto, Ont., Hamilton, Ont., London, Ont., Winnipeg, Man., Regina, Sask., Edmonton, Alta., Vancouver, B.C.

The VULCO-UNIT BOX TOE

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915



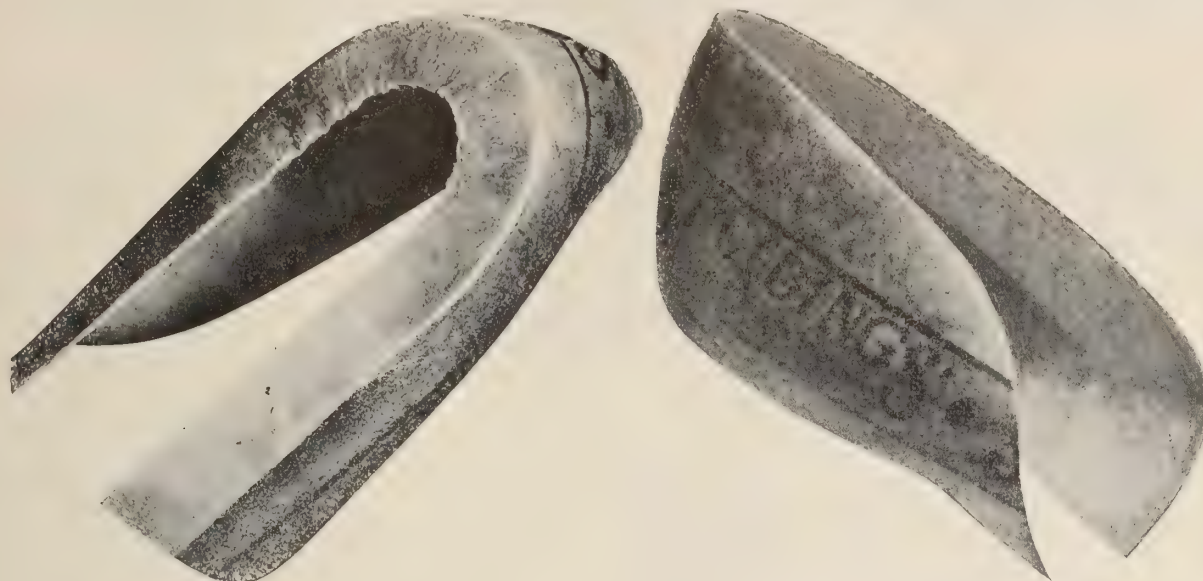
It has stood every test that could demonstrate its worth.

It increases the life of the shoe by preserving its shape.

Moisture or perspiration can no more penetrate it than though it were made of steel.

BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada



The Final Function of Good Counters

is to give absolute satisfaction when the shoes are worn
—therefore they must have the proper fitting and
serviceable qualities.

SPAULDING'S
Fibre Counters
Guaranteed

Always Give Satisfaction

Made by the same Spaulding that manufactures Spaulding's Oak Tan Fibre Innersoling

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.,
329 Arch St.

CINCINNATI
Taylor-Poole Co.,
410 E. 8th St.

ST. LOUIS
Taylor-Poole Co.,
1602 Locust St.

CHICAGO
J. E. D. McMechan,
217 W. Lake St.

SEVEN FACTORIES :
Tonawanda, N.Y. Rochester, N.H. No. Rochester, N.H.
Milton, N.H. Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Canadian Agents:
International Supply Co., Kitchener, Ontario, and Quebec City. V. Champigny, Montreal.

We make very attractive Shoes

*For
Jobbers
Only*



Aird Shoes have never suffered by comparison. They radiate value and sensible styles. For men, boys, youths and women our McKays and Turn Shoes will be trade winners for your business.

There would be little advantage in our urging you to put in a trial stock if we were not quite sure they would please and make a profit for you.

Write us direct. See us when in Montreal.

AIRD & SON

Registered

MONTREAL

Standard Shoes



Cote shoes are
made to give
maximum wear

Ask Your Jobber

Our new
samples
should be
of interest

Our line of Standard Screwed and McKay shoes will give your customers a keen sense of satisfaction that should react favorably to your business. They cannot be beaten for good wearing qualities. Comfortable lasts and the finest grade leather all the way through is good for your business and good for ours. Write for information or ask your Jobber.

LA COMPAGNIE

J. A. & M. COTE

ST. HYACINTHE, QUE.

Montreal Sample Rooms

Mr. V. L. Cote, Representative

314 St. Catherine St., West

HIGHEST GRADE ONLY



Established 1853

Economies are not practiced in buying cheaper articles, but rather in buying trade-marked merchandise which contains the quality that warrants the price

*Edwin Clapp
& Son Inc.*
ESTABLISHED 1853
EAST WEYMOUTH, MASS.

Enthusiastic!

Wherever our travellers go our 1918 Model Shoes are meeting with enthusiastic appreciation. See these—

New Samples

They are a marvel of good value. Just the kind of footwear to take the feminine fancy. They eclipse all previous efforts in Juvenile Shoe manufacture. See our Growing Girls' Shoes.

If you do not receive a call soon from our travellers write us and you will receive the usual prompt attention.

The Galt Shoe Mfg. Co.

LIMITED

GALT

-

ONTARIO

Talking About Shoes



How about Dupont & Frere's for this season?

They are regular up-to-the-minute shoes, exclusive in style and including every refinement of detail, so much appreciated by Canadian gentlemen.

Our travellers are now on the road and will be happy to show the shoes that mean more business for you.

***D & F
Shoes
Bring
Business***

Drop a card to

Dupont & Frere

301 Aird Avenue

MONTREAL



The strongest point in favor of Independent Rubbers is the very evident favor they enjoy with wearers throughout Canada.



Independent Rubbers



You will do well to consider Independent Rubbers for your business for many good reasons. From the first our product has been noted for the extra material, the careful process and the neat saleable styles of every pair. Our business was the direct result of a widespread demand for something a little better—more satisfactory. The results we have secured in every section of Canada, where Rubbers are subjected to the most severe wearing conditions, have amply justified our project. If you have not sent in your order for next season's stock, take this opportunity to do so. You cannot possibly make a mistake with Independent Rubbers. They sell readily all the time at a good profit. See nearest jobber or write us direct.

The Independent Rubber Co.
LIMITED

Merritton,

-

Ontario

LIST OF JOBBERS

Amherst Boot & Shoe Co., Ltd., Amherst, N.S.	E. A. Dagg & Co. Calgary, Alta.
Brown, Rochette, Limited Quebec, Que.	The A. W. Ault Co., Ltd. Ottawa, Ont.
The London Shoe Co., Ltd. . . . London, Ont.	McLaren & Dallas Toronto, Ont.
T. Long & Brother, Ltd. . . . Collingwood, Ont.	White Shoe Company Toronto, Ont.
The J. Leckie Co., Limited . . . Vancouver, B.C.	James Robinson Montreal, Que.
The Kilgour-Rimer Co., Ltd. . . Winnipeg, Man.	

ATTRACTIVE

The majority of Canadian Shoe Retailers are keenly alive to the great advantage of stocking Shoes of *Classic* Brand.

Write for Details

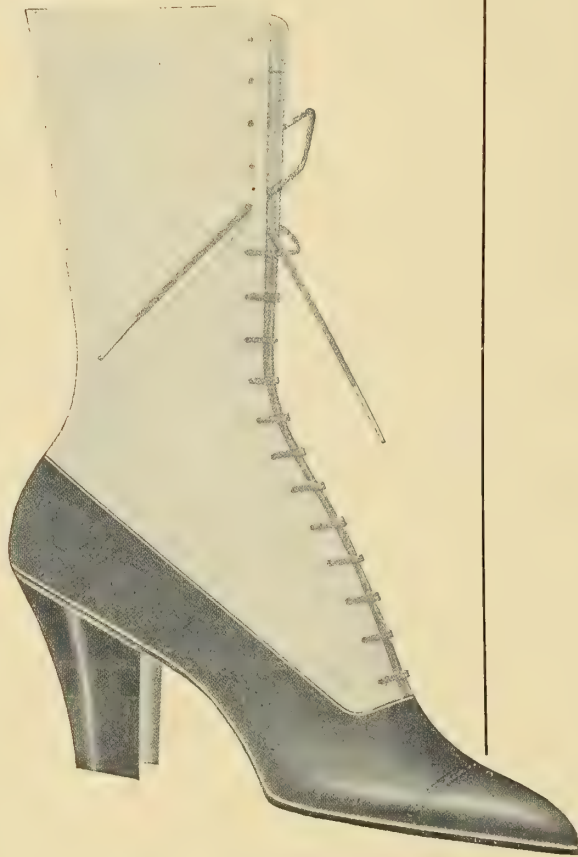
GETTY & SCOTT

LIMITED

Galt - Ont.



Desirable Shoes for all Canada



"Increase your turnover"—
this is the business creed of
successful retail men.

You can do it with **Classic**
Shoes for Women.

The reason is very plain.
Classic Shoes are well ad-
vertised, and therefore well
known by Canadian women.

They comprise only capti-
vating styles that sell readily
and give satisfaction. They
give great value.

Write us for information on
the new models for next
season.

Getty & Scott

LIMITED

GALT - ONT.



The Best Selling Shoe in Canada

MARSH

The Retail Trade of Canada recognizes, in "The Marsh Shoe," a MODERN FOOTWEAR line that represents QUALITY in every sense of the word.

This reputation has been built up through a close attention to the finer points of shoe making during two generations of specialized industry.

In placing "The Marsh Shoe" before buyers this season we have given more than ordinary attention to the nation wide demand for HIGH CLASS SHOES at POPULAR PRICES.

The many points of superiority in "The Marsh Shoe" will make this line your leading stock for next season. For style, comfort, continuous good service, we submit our latest models, as the ideal shoes for Canada.

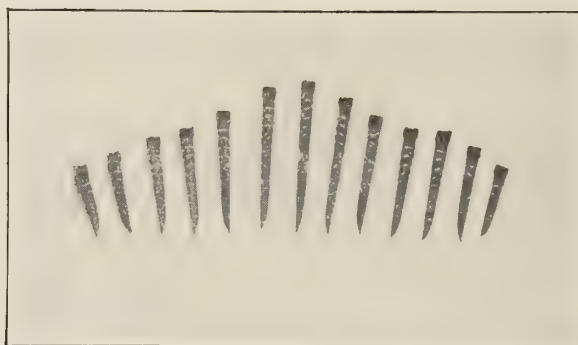
Keep this in mind always—
"ASK FOR MARSH SHOES."

The Wm. A. Marsh Co. Limited
QUEBEC

SOMETHING NEW FOR REPAIR MEN

USMC PEGGING NAILS

The Nail with the Bulldog Grip



Made in the same sizes as Shoe Rivets—one gauge only.

LIGHTER THAN SHOE RIVETS STRONGER THAN SHOE TACKS

Not made to take the place of either, but rather to use in conjunction with them, being especially suited for use by Shoe Repair Men to make a light inconspicuous fastening for light sole shoes. Excellent for use where the insole is light or frail or in attaching any sole where a light, tenacious, easy clinching fastening is desired.

**NOTE THE SMALL HEAD AND ABSENCE OF SHOULDER
OBSERVE THE CORRUGATIONS OR GRIP IN THE SLENDER BODY**

See The Point

Write Us For Sample

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide St. W., Toronto

179 King St. W., Kitchener

28 Demers St., Quebec

BOSTON DISTRICT

FABRICS for SHOES

We wish to announce to our Canadian friends that we have a complete line of fabrics in white, black and colors, in **Worsted** and **Cotton Corkscrew Cloth** ready for prompt delivery.

WHITE FABRICS—Our famous **POLAR-KLOTH** carefully manufactured from long staple cotton, woven from 3-ply fine count combed yarn, the entire process being conducted to produce a cloth, as near as humanly possible,
FREE FROM IMPERFECTIONS.

POLAR-KLOTH

is also supplied in all the popular shades.

WORSTED CORKSCREW

Ready for prompt delivery in all the attractive colors.

FIBERTAN

The guaranteed artificial leather, in all colors, finishes and grains.

TITE-SEAM THREAD

Our guaranteed cotton sole sewing thread for Turn, Welt, Shuttle and McKay work.

LININGS of all kinds

Drills, Twills, Flannels, Sheetings, etc.

DUCKS, POPLINS, SATINS, STAYS, BINDING, Etc.

THOMAS, LAKE & WHITON, Inc.

103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U. S. A.



THE *Walk-Over* Fall samples now being shown by ***Walk-Over*** salesmen represent the most complete line of men's and women's fine shoes ever offered.

They include all that is newest and best in footwear for the coming season.

GEO. E. KEITH COMPANY

Campello, Brockton, Mass., U. S. A.

Branch Stock Department

1521-1523 Washington Ave. - - St. Louis, Mo.

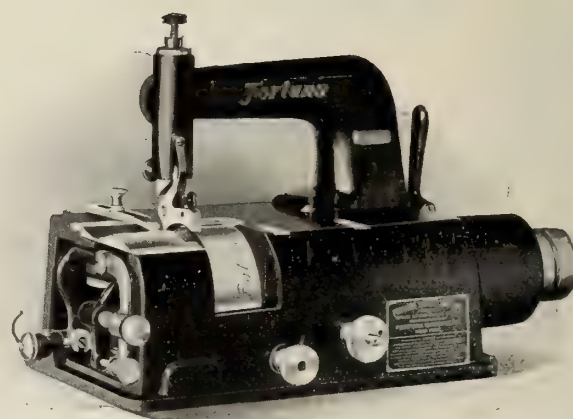


Fortuna Skiving Machine

This new model "Fortuna" Skiver is the most modern skiving and splitting machine made to-day. Gives finest results with Leather, Felt, Cork, Rubber or Paper. Now used extensively by manufacturers of Shoes, Box Toes, Trimming, Insoles, Ankle Supporters, Welting, Arch Supporters.

Write for prices, terms, etc.

Sole Agents for Canada



Fortuna Machine Company
127 Duane Street - - NEW YORK



GEORGE C. VAUGHAN

Tanneries at Peabody, Massachusetts, U. S. A.

IVORY SOLES—IVORY WELTING

Greatly Increased Capacity.

Prompt Deliveries



Lawrence Leathers

Are Known and Used the World Over

A. C. LAWRENCE LEATHER CO.

BOSTON, MASS., U. S. A.



Originators of

NUBUCK

(Reg. U. S. Pat. Office)

Makes cool, comfortable shoes.

Easiest to keep clean of any suede finished side leather.

White and popular shades.

Originators of

ACLOSUEDE

and

ACLOTAN

Chrome tanned.

Predominant in the domestic glove leather field.

Originators of

**BLACK
DIAMOND**

(Reg. U. S. Pat. Office)

Chrome Patent Sides

Black and Colors

The most extensively sold Chrome Patent Sides on the market.

Originators of

GUN METAL

(Reg. U. S. Pat. Office)

CALF

The Old Reliable

No other calf leather has ever approached the degree of popularity established by Gun Metal Calf.

Black and Colors

Originators of

WEILDA

(Reg. U. S. Pat. Office)

Suede finish Calf. Twenty-eight colors. Very popular with our export trade.

Originators of

GUN METAL

(Reg. U. S. Pat. Office)

SIDES

Colors—Tan, Brown and Mahogany, and Cherry Red.

Originators of

“HUB”

Pigskin Welting

“HUB”

Pigskin Sole Leather

A·C·LAWRENCE LEATHER CO.

BOSTON, MASS. U.S.A.

NEW YORK

CHICAGO

ROCHESTER

ST. LOUIS

GLOVERSVILLE

CINCINNATI

GOODYEAR

**Machinery Is MADE To Operate
SATISFACTORILY**

Not made just to sell or meet some particularly low selling price
And after GOODYEAR MACHINERY is installed it is KEPT in
good running repair by a highly trained staff of travelling mechanics

Quality

Efficiency

Shoe Repair Outfits

in all sizes

Made in Canada

Convenience in Operation

**Everything
For The
Up To Date
Repair Shop**

Small First Cost

Low Upkeep

Let Us Send You Our Latest Catalog

United Shoe Machinery Company of Canada, Limited

MONTREAL, QUE.

90 Adelaide St. W.
Toronto

179 King St. W.
Kitchener

28 Demers Street
Quebec



The Value of the Union Stamp

If you carry Union Stamp footwear you are carrying shoes that meet the demands of all the people all the time.

Non-Union shoes are not acceptable for Union Men who support in their purchases Union principles and Union ideals.

Next season insist on Union Stamp footwear for bigger business, better profits, and quicker, broader sales.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street : Boston, Massachusetts

JOHN F. TOBIN, - - - - General President

CHAS. L. BAINE - General Secretary-Treasurer





Excelsior Brand Needles

for

Wheeler and Wilson

—and—

Singer Machines

Puritan National Wax Thread Machines

Its superiority has caused it to be the recognized standard the world over. Its sturdy reliability is due to the quality of material and workmanship that enters into the manufacture of every needle that bears the name "Excelsior Brand."

THE S. M. SUPPLIES CO.

121 Beach St.,

-

Boston, Mass., U. S. A.

Why Shoes Keep Their Shape Better and Wear Longer When Made with

Red-line-in

REG. U.S. PAT. OFF.

Shoe Lining



75 per cent. of the strain upon the upper of a shoe comes here. At this point it first loses its shape and most frequently breaks out. Both are caused by the stretching of the leather under the strain. Reinforcement here means better shape and longer wear.

Red-line-in Lining is over half as heavy again and nearly twice as strong as ordinary shoe linings. It contains only one-half as much stretch as the best of upper leather. As the lining receives the strain before the leather, the stretching of the vamp is reduced by about one-half in shoes lined with **Red-line-in**.

You can have any of your shoes made with **Red-line-in** Lining at a cost of only a few cents per pair. It means better shape and from 10 per cent. to 25 per cent. more wear in a pair of shoes. Your customers will appreciate this more than ever, now that people are economizing.

Note: Specify **Rushur Wear Proof** Lining in your extra hard service and waterproof grades. It has all of the strength and wearing qualities of **Red-line-in**, and in addition is moisture-repellent.

Write us for samples and further information

FARNSWORTH-HOYT CO., BOSTON, MASS.

BROCKTON CHICAGO ST. LOUIS LYNN CINCINNATI MONTREAL BUENOS AIRES

T

Tetrault Welts

T

Tetrault Shoes are Sold by all the Leading Jobbers**THESE FIGURES TELL
THEIR OWN STORY****MONTHLY SALES OF TETRAULT SHOES
FOR 1917 AND 1918**

	1917	1918	INCREASE
January	\$101,278.04	\$176,654.52	\$75,376.48
February	157,827.08	223,568.42	65,741.34

March 1 to 15, 1918—\$116,126.64

It is a steady record of GROWTH built upon genuine MERIT in the goods and SERVICE to the trade.

*We are the Largest Shoe Manufacturing Concern
Under One Roof in Canada*

This is the best evidence of the POPULARITY
and WORTH of the TETRAULT SHOE, the
sales of which have gone steadily forward month
by month until they promise to eclipse anything
ever done in Shoe Manufacturing in Canada.

Tetrault Shoe Manufacturing Co.
LIMITED

Largest Manufacturers of Goodyear Welts in Canada

Office and Warehouse at
9 Rue de Marseilles
PARIS

MONTREAL

SOLD BY ALL FIRST CLASS
JOBBER IN CANADA

T

Tetrault Welts

T

FIRST WITH "JAZZ"

TETRAULTS led the merry dance in shoedom two years ago with the first COLORED SIDE LEATHER

SHOE made at a POPULAR PRICE ever turned out by a Canadian factory. It set the pace and kept shoe buyers "ON THEIR TOES" ever since.

Jazz — otherwise "Pep." That quality of Southern dance music that impels even the octogenarians to trip the light fantastic.— Webster.

It was made by "Combination Tannage," the only thing available at the time, but has held POPULAR FANCY till the present. The demand for a softer and more pliable material has resulted in a SPECIAL CHROME TANNAGE made to yield a rich mahogany leather, uniform and close grained in texture with the LUSTRE and FEEL of CALF.

It has all the "JAZZ" of the old favorite with the added charm of touch and appearance. Put "Jazz" into your business by selling

THE "KING OF WELTS"

Tetrault Shoe Manufacturing Co.

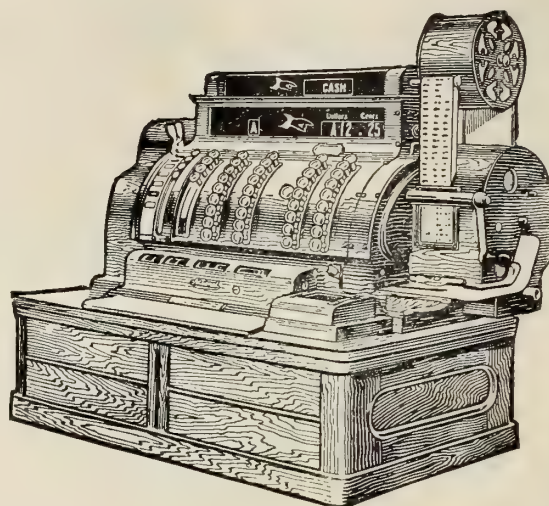
LIMITED

Largest Manufacturers of Goodyear Welts in Canada

Office and Warehouse at
9 Rue de Marseilles
PARIS

MONTREAL

SOLD BY ALL FIRST CLASS
JOBBER IN CANADA



Rising Costs Attack Profits

More than Ever Before Merchants Must Guard Every Cent of Profit

MERCHANTS today are face to face with several difficult problems, the most important of which is the rising cost of merchandise.

In many instances these rising costs are hard to pass on to the customer.

Consequently the merchant's margin of profit is lessened.

Merchants find the use of a National Cash Register helps greatly in solving this serious problem.

It safeguards every cent of profit that they can make.

It conserves their profit by preventing losses, by eliminating mistakes in change, by recording all charge transactions.

It reduces overhead by making clerks more efficient, speeding up store service, reducing the number of clerks required and the deliveries to be made.

It relieves the merchant of details and worry, giving him more time to consider his purchasing and market problems.

**The National Cash
Register Co. of
Canada, Limited, Toronto.**

The National Cash Register Co. of Canada, Limited,
Toronto, Ont.

Please send me full particulars of your latest model cash register
and tell me how it will help me in my business.

Name

Business

Address

Military Boot Jack



Made of Hard White Maple
Natural Color - Smooth Finish

Nothing to rust or discolor

Indispensible for pulling off Military Boots

Takes up very little room
Weighs only 15 oz. ready to mail

L. H. PACKARD & CO.

LIMITED

MONTREAL

Shoe Store Supplies of every description

Signs

Window Cards

Window Backgrounds

Electric Signs

Outdoor Signs

of all kinds

For your regular advertising for special sales, for window displays, you can profitably use our service. We can make anything in this line, and can satisfy you, no matter where you are located. Send for information.

The Signry, Ltd.

London

Ontario

Mrs. A. R. KING'S "KANT SLIP" and "FIRST STEP" SHOES

for little sovereigns of the household



Send for Price List and Catalogue

Mrs. A. R. KING, INC.

829 No. 19th St. - PHILADELPHIA, PA.

Counters! Counters! Counters!

"PERFECT"

Trade Mark

As to fit
As to durability
PERFECT *As to appearance*
As to price
As to our service

**Our WATERPROOF COUNTER is the
Best on the Continent**

Our "PERFECT" Counters No. 1 are made with the highest grade of fibre. We GUARANTEE them to outwear the life of any shoe.

We want your trade, give us a trial order and be convinced of the superiority of our product.

Watch the COMING of our BOX-TOE that we will put on the market by the 1st of June next.

Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St

Maisonnette, Montreal

Capacity 500,000 pairs a month.

**A SPECIAL
ANNOUNCEMENT
TO THE TRADE**

On or about April 15th we will show at our warehouse, 218 Notre Dame Street W., a full line of UPPER LEATHERS comprising a superb line of

Black and Colored Kid

We are particularly proud of our line of BLACK KID, as it is the product of an exclusive American house who are noted for their excellent tannage and high-class finish of their goods. We believe this line to be superior to any heretofore offered to the Canadian trade.

*Do not place your order until
you have inspected our range.*

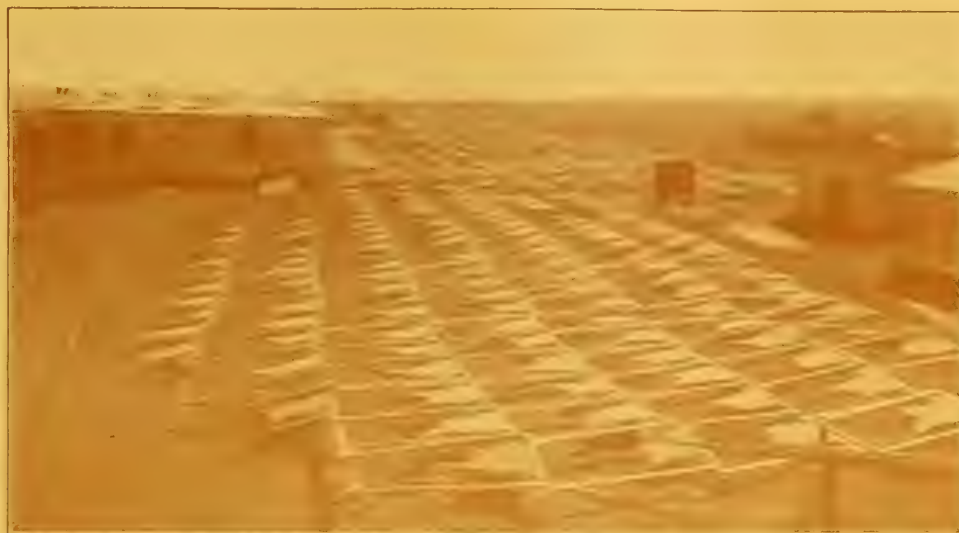
J. A. SCOTT

**218 Notre Dame Street West
Montreal, Que.**

**560 St. Valier Street
Quebec, Que.**



1852



1918

A PATENT LEATHER SPREAD

CLARKÉ'S

Patent Leather

is the unanimous choice of Canadian shoe manufacturers not only because it is made in Canada, but because its permanent excellence and superior finish have placed it in a class all its own.

A. R. Clarke & Co., Limited

"Makers for the Nation"

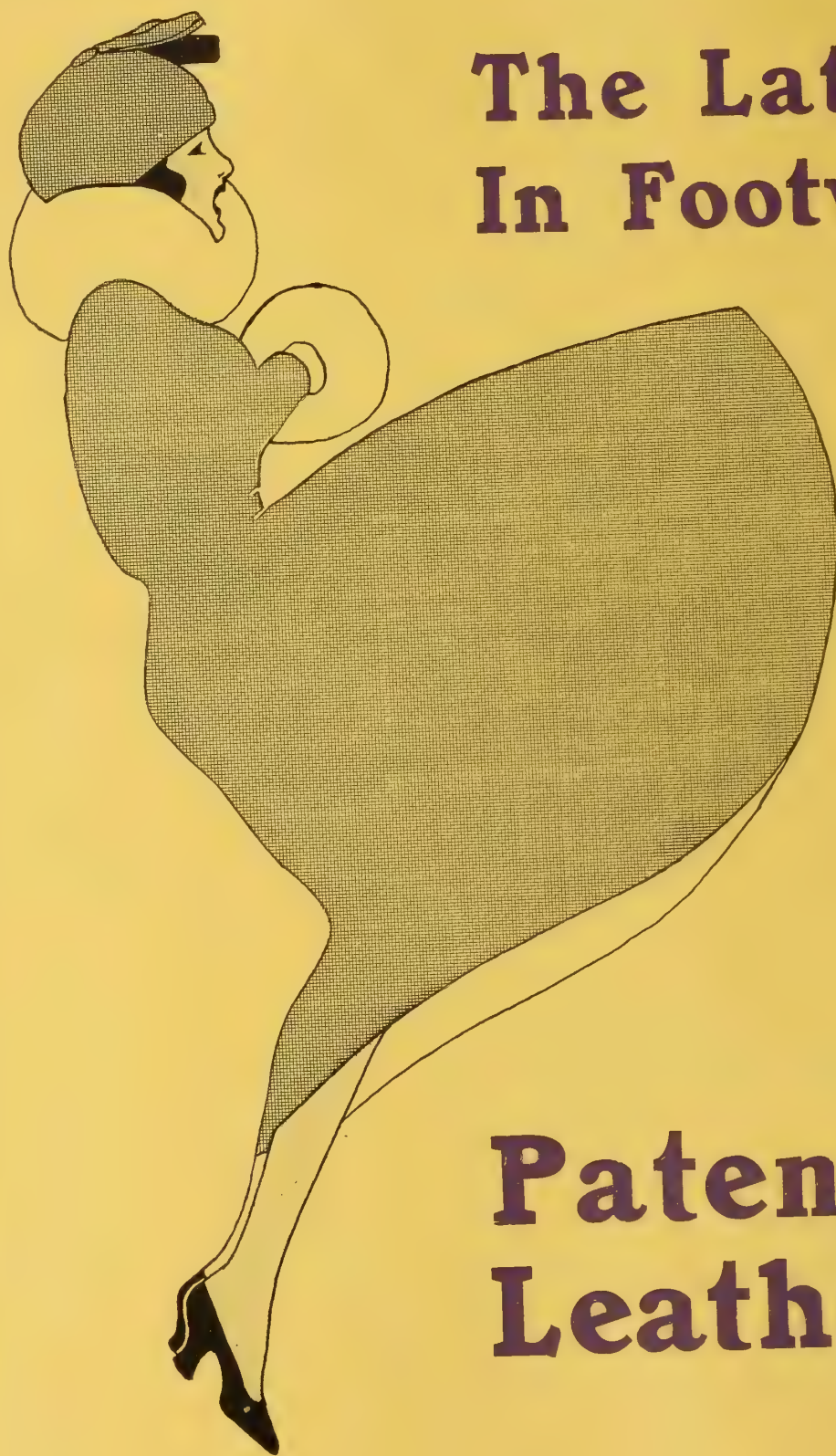
MONTREAL

∴

TORONTO

∴

QUEBEC



**The Latest
In Footwear**

**Patent
Leather**

A. R. Clarke & Co.
Limited
Toronto

RELIABILITY



CLARKE'S PATENT LEATHER

and
Mr. Griffith B. Clarke's speed boat
"The Leopard"



A. R. CLARKE & CO., LIMITED
TORONTO

"Clarke Quality"



Patent Leather

¶ We are the largest manufacturers of patent leather in the British Empire.



A. R. Clarke & Co., Limited

"Makers for the Nation"

MONTREAL

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TORONTO

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QUEBEC



Louis J. Breithaupt, President



Louis Breithaupt, Founder, 1857



John C. Breithaupt, Secretary

MADE IN CANADA

For over 60 years we have been
Specialists in

Sole Leather



L. O. Breithaupt, Sales Manager



J. Edward Breithaupt, Chemical Engineer

Our Well Known and Popular Brands are:

Eagle
(Hemlock and Union)

Kitchener
(Union)

Penetang
(Hemlock)

Trent Valley
(Oak)

Lion
(Oak)

Royal
(Oak)

The Breithaupt Leather Co. Limited

Tanners of Hemlock, Union and Oak Sole Leather. Manufacturers of Tap Soles
and Jumbo Blocks for the Repair Trade

Head Office :

Kitchener, Ontario

Tanneries at Kitchener, Penetang, Hastings and Woodstock, Ont

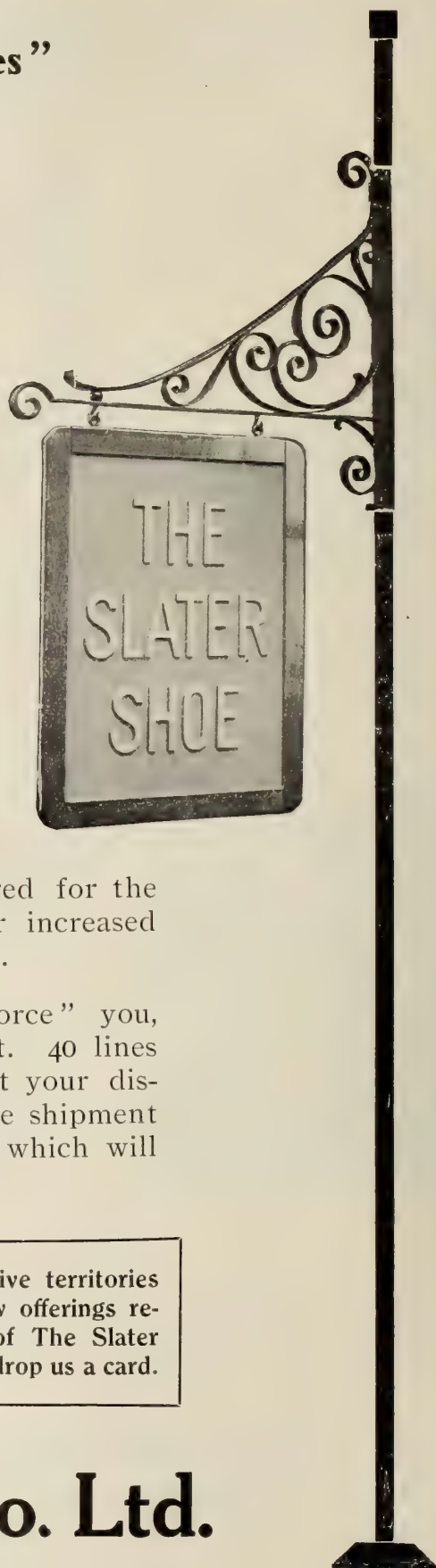
REPRESENTATIVES:—Montreal, R. M. Fraser and John McEntyre

Quebec, Lucien Borne

"40 In-Stock Lines"

S LATER SHOES FOR PRING

"The Spring Drive"



Is your shoe department prepared for the "spring drive?" Don't let your increased sales leave you with depleted lines.

We stand prepared to "reinforce" you, through our In-Stock department. 40 lines in all new lasts for spring are at your disposal. We can promise immediate shipment of your orders—drop us a card which will have our careful attention.

Our travellers are now on their respective territories showing new styles for fall. These new offerings represent all the qualities emblematic of The Slater Shoe. If our traveller does not see you, drop us a card.

The Slater Shoe Co. Ltd.

MONTREAL, CANADA

GLOBE Pillow-Welt SHOE

Made in Canada

The only genuine good-year-welt cushion shoe made in Canada
Give us a chance to show you them. Made in Misses', Growing Girls', Child's and Infants'

SPECIAL FEATURE—The cushion is built right into the shoe, instead of placed in separately, as others are.

FACTORY—This new shoe is made in one of the most modern factories in all Canada. There is not a thing lacking in this new daylight factory. Under Mr. J. B. Hurteau, managing director, and Mr. Z. A. Portrais, superintendent, who have been together many years making good shoes, buyers are assured superior service.

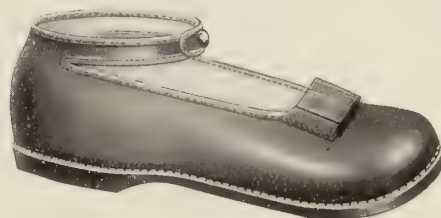
We also make a cushion sole in turns for fat ankles, on double and triple E lasts. These are very popular.

URNS

A full range of Misses', Growing Girls', Child's and Infants', with or without cushion.



Misses' gun metal calf, high cut bal., neat top, pillow welt.



Chocolate Dongola, "Mary Jane" pillow welt.

GLOBE SHOE LIMITED

Sales Office: 11 St. James St., MONTREAL
G. D. Desautels

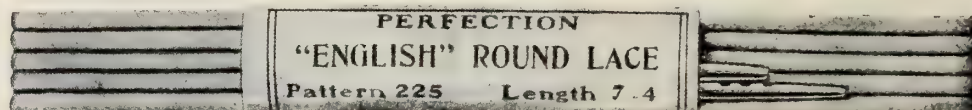
Factory:
Terrebonne, Que.

Laces for Summer

Order Your Short Lengths Now

27 inches. For the New 5 and 6 Eyelet Oxford, 30 inches.
(How about 72 and 81 inches for boots?)

OUR WINNER



All lengths 27 to 81 inches, matches the newest shades in leathers, such as Tony Red, Sea Gull, Hazel, Mahogany, Cordovan, etc.

WRITE FOR COLOR CARD AND PRICE LIST.

	Black	Colors		Black	Colors
27 inches	1.64 gross	2.05 gross	63 inches	3.40 gross	4.10 gross

"CHANDLER'S PERFECTION LACES"

C. A. Browning Company 30 Franklin Street
BOSTON, MASS.

Leather^{and} Shoe Findings

The Landis 8 and 12 stitcher and also complete stock of parts are carried in stock at all times.

Catalogues of the Progressive Shoe Machinery Company and the Landis Machine Company will be sent on request.

We have a splendid selection of leathers and will be pleased to give you a quotation covering your special requirements.

Every retail shoe man will do well to send for information regarding our line of supplies. We have a splendid stock of new laces and findings and can give you prompt shipments.

We are the exclusive Canadian selling agents for the Progressive Shoe Machinery Company.

P. B. WALLACE & SON
186 Adelaide Street West - - TORONTO

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



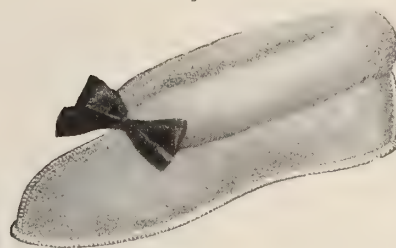
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND Ooze MATERIAL. Also
Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

Watch Us Coming for Fall

There is a reason

Our new lines are all attractive Specialties
and the very latest Creations in America.

"Men's Welts and
McKays"

"Women's McKays"

"Boys' Receding Toes"

Our representatives will have the pleasure to call on you shortly and
it is your interest to look over our samples before placing your orders

Home Shoe Company, Limited

327 Amherst Street

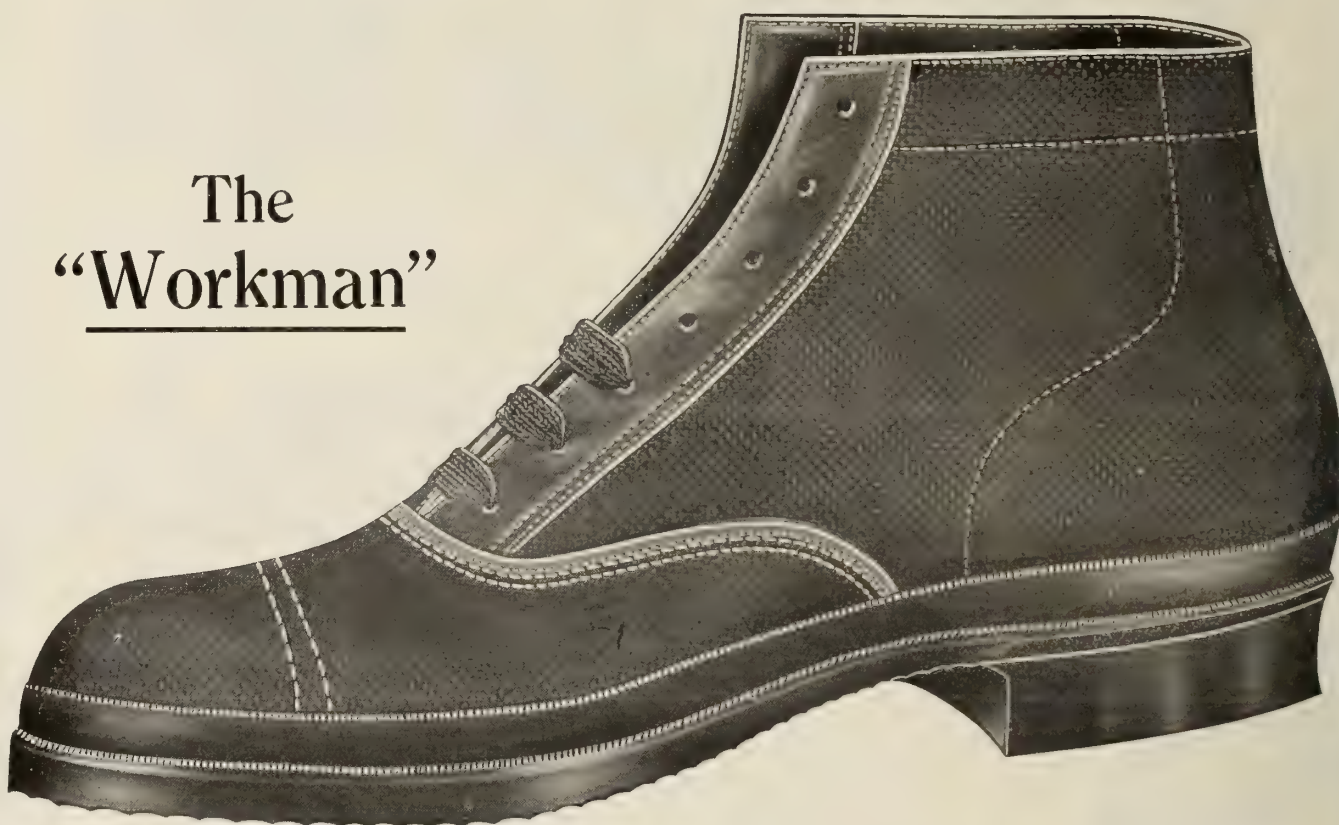
MONTREAL





A "FLEET-FOOT" SPECIAL

The
"Workman"



Have you ordered our "WORKMAN" Shoe for your Spring and Summer trade? It is one of the "Fleet-Foot" specials, a sturdy shoe that will stand the hardest wear.

*Made in Men's, Boys' and Youths' sizes.
Our nearest branch will supply you.*

Canadian Consolidated Rubber Co., Limited

Head Office - Montreal

Branches at Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission
as second class matter.

Entered as second class matter July 18th, 1914, at the Postoffice at
Buffalo, N. Y., under the Act of Congress of March 3, 1879.

SUBSCRIPTION RATES

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.
Single copies 15 cents

Vol. 8 April, 1918 No. 4

Present "Styles" There are legion shoe retailers
popular with all who scoff with disgust at the
classes mention of "styles," and truly the
"fashion" path has been a thorny one to tread during the past two or three years. As a result of this new development in footwear, retailers have become roughly divided into three groups. First, there is the ultra-conservative who has stuck to staples almost entirely—he has missed a possible profit, but has played safe and has the satisfaction of knowing to-day that his stock is clean and worth something more than par value. Second, there is the retailer who "mixed" his stock badly and who used the same tactics in selling fancy footwear as he had always followed with staples—for the most part he is not in an enviable position financially to-day. Finally, there is the retailer who played the fashion game for all it was worth, specialized on it, so to speak, bought carefully, charged big prices, moved his stock rapidly, and kept his finger on the pulse of his customers—this is the class of shoe retailer who, figuratively speaking, is driving his own automobile.

The wheel has again taken a turn, however, and a type of shoe is gaining popularity, with both men and women, that will commend itself to all three

classes of retailers. It is the **quality** shoe—quality in material, quality in workmanship, quality in design, and—let us rejoice in the fact—Canadian manufacturers have shown their ability to produce this type of shoe against all competition. Canadian made shoes have always been strong in material and workmanship—their competitors' were often strong only in design, and how frequently "style" wins over all other considerations, every retailer knows. But the Canadian maker has learned the combination at last. In future, imported footwear will be bought as in the past, but from now on it will have to compete "on points."

Out of all the chaos of the past four years, therefore, there is strong evidence that the shoe trade of the country is emerging on a firmer, saner footing than would have been thought possible at the beginning of that period. It will be a lasting satisfaction to the retailer, who stands to profit by it, no less than to the manufacturer who has labored so hard to bring it to pass.

Salesman vs. Ordertaker

Are you waited on?

"I know it must be a difficult matter to know just how to address

us," said a shoe customer recently, "but of all expressions I meet, 'are you waited on,' seems to me about the least serviceable. I am not looking for a 'waiter.' That is the type I want when I can say definitely 'Bring me a plate of soup and a piece of pie.' But when I go into a shoe store I realize that I need **instruction**—expert advice, so to speak—obtainable only from a skilful salesman, and not from an ordertaker. So you can imagine when I am asked if I 'am waited on' my impulse is to reply, 'Please bring me a Goodyear welt on toast with a side order of 2 in 1.'

"What I want," continued this customer, "is that someone should take me in hand as my medical man does. I don't tell him I want treatment for diphtheria, dyspepsia, consumption, or what not, and he doesn't ask me. His business is to find out what I need and **tell me**. He knows better than I and I pay him for knowing. So with the shoe retailer, in some degree at least. If I can ever find a salesman who will take me in hand, ask no questions, but give me foot relief and comfort, he will never need to solicit my business or that of my family."

There are plenty of men of this way of thinking—the majority of them—and more women, perhaps, than most of us think. But you can't "camouflage" them; you've got to deliver the goods. And that presupposes that you know how and have the "stuff" in you to stay with the job till it is right. The path of the successful shoe salesman is a difficult one, and "few there be that find it," but after all it's worth seeking.

There is no doubt that nine customers out of ten are looking for a "salesman." Everyone is indifferent to the mere "ordertaker."

One Retailer's Method of Adjustment

AN adjusted complaint is mighty fine advertising—thus runs the personal slogan of a well-known retailer. I have made adjustments, he said, that I have never sent in to the factory, because they were so rotten. I was stung, and I visited the back room and kicked myself because I had to let it out in some way—but it is still our policy, and always will be, that “the customer is right; we are wrong.” It is a strange thing, too—if you follow these complaints to the root you will find 99 per cent. of them (whether just or unjust in your opinion) are made with absolute sincerity and belief on the part of the complaining customer. Then we can, at least, stand for being stuck now and then, even if we know we are the goat. Continued ill-will on the part of some of your customers will never increase your business. I call an adjusted complaint mighty fine advertising. For example, I recall an instance that happened in my branch store about four years ago. This store had a large patronage from the workers in a big factory close by. For some reason, however, sales from this factory crowd began to fall off, and I took a little time to investigate. I went over at noon, when the men were all out—some of them playing ball and quoits—and after judicious questioning I located a man, seemingly quite a person among the workers, who had purchased a pair of shoes in which the counters were defective. He returned them to my store, but the manager refused to make good, so he had deliberately set out to spoil my trade among his fellow-workmen. This foolish stand by my manager was losing the store about twenty pairs a week, but by giving the man a nice little spiel and a new pair of boots gratis I eventually got back his trade, as well as the others we had lost.

Mr. Carey and His Hobby

AFEW days ago we dropped in to have a chat with Mr. Joshua Carey, proprietor of the Carey Shoe Company, Toronto and Chatham, and from shoes our talk drifted to the war and finally to the subject of gardens. Every man ought to have a hobby, or a pastime, and Mr. Carey's is his garden and a friendly game of croquet occasionally. He has reduced the game to more or less of a science, and it is perhaps not going too far to say that he is the most expert croquet player in Toronto. He and his friends have a little club of about thirty members, and, as prizes are frequently given, competition is sufficiently keen to be exciting. Mr. Carey was persuaded

to part with the two photographs reproduced above long enough to enable us to show other retailers a fellow-shoeman as he appears in leisure moments. In the group picture Mrs. Carey will be seen, along with two grandchildren. The other three young people are also relatives. These pictures were taken in the garden of Mr. Carey's residence at 227 Rusholme Road, Toronto. The lawn used for croquet playing is 85 x 50 feet, and ranks in reputation with his ability as a crack exponent of the game. The hoops used are imbedded in concrete, and as the clearance for the ball is only four inches (for a three-inch ball), considerable skill is necessary in playing.

As a shoe retailer Mr. Carey is widely known, having been in business for himself since 1872. His knowledge of shoes was first acquired in his father's business. The present stand occupied and owned by the Carey Shoe Company on King Street, opposite the market, has been a shoe store for over seventy years, a record, as far as is known, for any site in Canada. It was taken over by Mr. Carey seventeen years ago and a new front installed just recently. He has achieved the reward of faithful service, and could have retired from active business life many years ago. However, there's such a thing as getting “rusty,” and, possessing as he does the energy and vitality of many a younger man, Mr. Carey is sticking with the ship. It is given to few to experience such complete success, and, as a pioneer of shoe retailing, his example stands out clear and bold. His son, Mr. A. C. Carey, is proprietor of the Carey Shoe Company, Edmonton, Alta.

Get Together

SPEAKING on the subject of the organization of the retailers, a Montreal shoe retailer declared: “The trouble is, that retailers, as a rule, do not co-operate. Many are quite willing to ventilate their grievances privately, but they will take no definite action to get them set right. It is only by co-operating that we can get proper action, not only on trade subjects, but also on public questions which affect us as traders. There are lots of retailers who want the other fellow to do the work; they, however, are very retiring when asked to put a little energy into setting matters right. Concerted effort mainly benefits the smaller retailer, and it is he who, chiefly, is so lax in combining with his fellow traders. The public discussion of the many subjects which affect the retailers cannot fail to be of benefit to all of us, but the difficulty is to get storekeepers to publicly air their views, and to stick together when action is required.”



Mr. Joshua Carey forgets his business in his hobby and so keeps young and prosperous

Is There An Antidote for Mail-Orderitis?

To Keep the Trade at Home Make the Home Attractive—Retailers Should Make Themselves Necessary to the Community—Suicidal to Try and Compete in Price—The All-Important Element is Service

MAIL order competition has been a puzzling question to many retailers in rural towns and cities for some time, but very few merchants have realized the possibility of combatting the evil in some special way. The chief weapon of the mail order house seems to be "price." It cannot be service; it cannot be promptness, nor can the element of "quality" offer any considerable attraction. To accept battle on the enemy's terms—price—is obviously poor strategy, and yet there are many retailers who seem to regard this as the only possible way out of a bad situation. The mail order concerns keep prices down closer than the average retailer ever can and they play up the price appeal in catalogs which advertising experts admit are the most effective instruments of publicity that retail distribution has yet evolved. It seems better, then, for the local retailer to try some other line of attack, as, for example, giving a service which the greatest mail order house in the country can never hope to give, than it is to waste time and money in keeping his prices down to a starvation level.

Helping the Farmers

The retailers of Palmyra, Wis., as an organization, have purchased several farm tractors in order that they may help the farmers in the outlying districts to plow their lands and otherwise aid them to produce more than they ordinarily could. Do these farmers patronize the mail order houses? No need to ask.

Everywhere there are communities surrounded by good farm land which is not producing all that it should produce. Even in normal times farmers have found it impossible to plow all the land that might be planted because farm work all comes on with a rush and the farmer has not horses and men enough to get his ground all under cultivation. Into such a situation it has been suggested that the business men of the nearest trading town could step in and supply one or more tractors which the farmers about could hire to do their work.

The underlying idea of any such procedure is that the merchants of any town should make themselves necessary to the community. Wherever there is a lack of anything, or a need which should be supplied, the local retailers should throw themselves into the breach. The building up of their community will also build their businesses. Many retailers have done that. We have heard of several instances where retailers have realized that merely to subscribe funds to pay for work on roads is not nearly so effective as to get out themselves and work with their own hands to improve the roads over which the farmers come to town. Such work as that is community building. It brings together the different elements that go to make the community and binds them together with a community spirit. It is the antidote for mailorderitis, and, anyway, every man owes something to the upbuilding of the community to which he belongs.

Now that we are fairly well launched into the sub-

ject it is of interest to note the remarks of a speaker at the recent convention of Indiana Retail Shoe Dealers. He said in part:

Now mail order houses are here to stay, and are money makers, but it is up to the retailer to compete with them with the advantage in his favor providing he takes as much pains to secure the trade as does the mail order house. The trouble with most of us is that we do not take enough trouble to hold that trade at home. We allow the bristles on the back of our necks to raise up, and let the go-to-hell spirit that's in us predominate when we deal with mail order customers.

It does not do any good to tell them that you pay taxes in your county, contribute to local churches and charities, sell them goods on credit, that in buying they do not get the same quality of merchandise you are selling, or about their injustice in sending their money away from home, for human nature says, "when you are paying cash buy it from the fellow who sells it to you the cheapest."

How to Curb the Business of Buying by Mail

I am located in a farming community, and have graduated in the art of curbing mail order buying. I venture to say that the mail order houses would tell you their trade around my town is not what it was once. I advertise constantly in our country paper, and let folks know what I have to sell. I conduct my business on the same strict cash basis as the mail order house. I found that I started several customers to trading by mail when I did a credit business because they owed me.

I pick out the desirable mail order customer, and go after him to win—some of them I do not want. Think I have one now to whom I sold a pair of boots the other day that I may not want. His neighbor told me he bought everything by mail, and after he had sufficient wear always returned the article with a complaint, and they sent him other goods in place.

Mail order customers have to be handled gently. Don't antagonize them when they tell you what they can do at the mail order house; don't tell them you know they cannot do so and so, for you know how well that sets with you when sometimes a travelling man tells you that.

If a man complains to you about something he bought from a mail order house, sympathize with him. Cultivate his friendship. Compliment him on every occasion that presents itself. Stop and talk to him on the street or wherever you see him. Run out to his home in your machine, and buy a dozen eggs or a chicken. If he likes to go hunting or fishing set a day and go with him. If the church he belongs to gives a festival, run out and spend a little money, and slip him a half dollar extra for the preacher. If a new baby comes to his home drop a card telling the youngster to bring its mamma to your store, and you will present it with its first pair of moccasins free. If some of the family have to go to a hospital, drop a card wish-

ing a speedy recovery. They can't but see that you are doing things for them the mail order house is not doing.

Get on an Intimate Footing

If a circus is coming to town, or some other big thing comes up, invite them to make your store their headquarters, and since the "mail order family" usually carries along a box of its own fried chicken lunch, tell them to eat it at your store—that you have a ware room they can use. Eat with them if they show any signs of asking you. Offer them some empty cartons for future use on excursions or at the state fair. If Willie happens to have a button off his mail order shoe, offer to clinch it on. If Susie's shoes pinch her feet, stretch them for her and sprinkle in a little talcum. If the wife says she can't understand why Susie's shoes should pinch, that she ordered a size larger than the last pair, drop the suggestion that it's mighty hard to fit a foot by mail.

Get next to the wife, for 80 per cent. of the family trading is either done or influenced by the women folks. If she says she has a pair at home that she cannot wear, tell her to bring them in the next time she is in town, and perhaps you can stretch them for her. When she comes with them, get in a few blows below the belt for U. S. & Co. Act interested, look the shoes over, and as you are stretching them suggest that you are afraid to put on too much pressure for the leather is not strong enough to stand it. Tell her the best thing she can do is to return them for another larger pair. If she suggests that you might exchange them for a pair of your own that will fit, tell her that you would be more than pleased to do it but that you would be afraid to sell them to one of your customers for fear they would not give the proper service; that if they were returned to you, you would have no chance to return them to the mail order house because you did not buy them there. Tell her the goods you sell you always stand behind, because you have recourse on the manufacturer if something happens to go wrong. Tease her with a few pairs of your shoes that fit and feel good on her feet, and price them right down at cost; it don't hurt to sell a few pairs at cost in starting a mail order customer. Suggest that you measure her foot so she can tell just what size to order in exchange for the pair to be returned, and you are a "piker" if you don't tell her a size too small.

Wrap them up for mailing, address and start her for the post office. When she calls the next time and tells you the last pair she ordered was smaller than the first, look surprised and tell her its a shame they cannot send her what she orders. If you were in her place you'd return them and demand your money. Now this camouflage takes a little time and patience, but you must first get your mail order customer to believe in you instead of his catalogue.

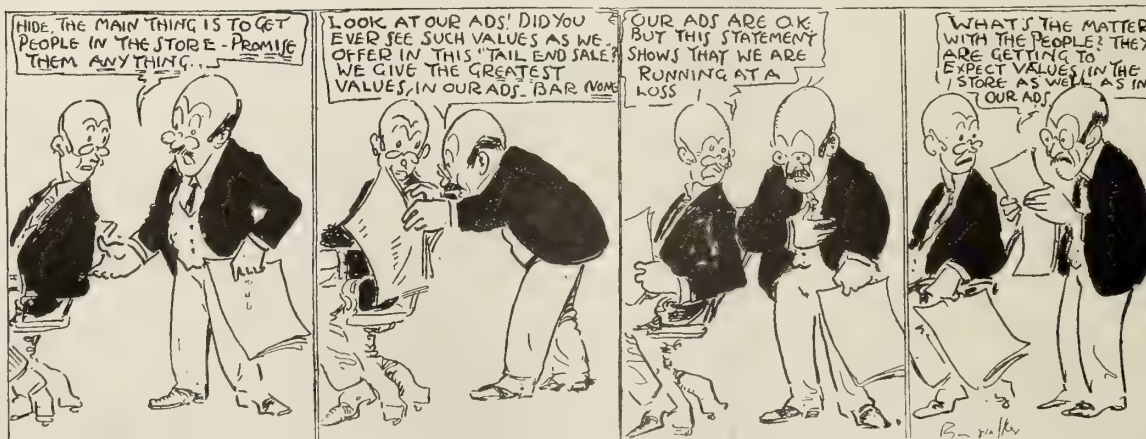
Team Work Will Help

Remember there is no excellence without great labor. Team work and friendly co-operation between the merchants of a town is essential to curb mail order buying. If you don't happen to have just what your customer calls for don't let him get out of town without buying it from some one. Send him to the store where you think he will find what he wants. Don't give him a chance to order by mail. Several times the past winter when I was short of sizes in heavy rubbers and boots and couldn't fit a customer, I had him wait in my office until I called up another store and found the size he wanted, and sent him there. Friendly relations between competitors solves a lot of problems, and in our town we are organized and work for each other's interest. Three of us live within a block of each other on the same street, and it's been nicknamed "Shoe String Row." In some towns I dare say the merchants are so bitter against each other they would rather see a customer buy from a mail order house than from a competitor.

A Summing Up

The means to curb mail order buying consists in close personal touch with your customers, judicious advertising in your local papers, selling good serviceable shoes at fair prices and for cash only, close co-operation between competitors in a town and a liberal use of salve with some camouflage.

A retailer in a large city, who changed his window displays frequently and who consequently always had a large number of show-cards which were in good condition although they would never be used again in his store, made an arrangement with two or three retailers in smaller towns to take these cards at a fraction of their original cost. This has resulted, he said, in a considerable saving to all parties.



People are becoming educated to expect that you mean what you say in your advertisement.

Footwear Styles for Men

It is not yet evident to what extent home styles are going to be influenced by the big United States centres, for much will depend upon the action of our government as regards import. If it should turn out that importation of shoes is prohibited, it would mean that we are left to a somewhat greater extent to follow our own style inclinations.

The effect of this influence is, of course, a minimum with men's shoes, though in any case the tendency both in the United States and Canada is towards greater conservation. The government authorities of our Southern allies have made this question of conservation a moral issue and there is every indication that shoe manufacturers are co-operating in every way. Many indeed are showing nothing whatever new in lasts and this is also true in Canada. At the moment it looks, therefore, as if freak patterns are entirely things of the past and that "comfort" lasts will be in high favor.

All indications appear to point to a continued popularity of a somewhat modified and improved English last. It is noticeable that the demand for Blucher effects is on the increase. The latest of these are made in Cordovan in the darker shades of tan, also glazed kid and kangaroo in black and dark Russian. Oxfords will be in greater demand during the summer and early autumn.

The trend is decidedly in a direction to be welcomed by the average retailer. The business of buying and selling with minimum risk should be greatly simplified. Staple patterns in black, white and tan (in the latter mahogany and dark reddish brown) is the pass-word. In weights for fall the tendency will be towards heavier—influenced partly by the rubber situation.

Some of the staple stock we have seen showing for fall wear is among the best in design, finish and quality ever shown to the Canadian trade. These are safe purchases by any retailer and will be worth one hundred cents on the dollar (perhaps more) any time in the future.

A variety of grades will be available though in the matter of cost there is little indication as yet that the public is unable to pay current prices. Another six months may change this, however. There is little hope that the best quality footwear will be cheaper, but it looks as if there would be footwear to suit every purse. The proper grade to carry is dependent, of course, on the particular class of trade, and each retailer can only use his own good judgment.

There is no reason, however, for showing lower grades until the demand is much greater than at present. As long as the customer can afford good stock he is getting best value for his money.



tyles for Men

Brown Russian Calf Bal Lace,
hooks or invisible eyelets. Lea-
ther or fibre sole or heel.



Russian Calf, Modified Eng-
lish Last, in Brown, Tan,
Black or Gunmetal.



A Popular
Style — Wide
Arch — Pre-
server Last —
Black Kid
Blucher—Best
Quality Mater-
ials Through-
out.





tyles for Men

New Bal. Pattern, Showing Extended Circular Vamp Over Full Quarter — Wide Throat, Blind Eyelets—Medium Narrow Recede Toe — Calf or Cordovan—Suitable for office or dress wear.



Men's Novelty Bal.—Whole Quarter, Brogue Foxed Vamp and Quarter and Lace Stay to Match — Narrow Toe Model—Wave Line Throat—A popular last for young men.



Complaints; from the Customer's Viewpoint

He Says "Can You Blame Me for Sticking by a Dealer Who Takes Care of Complaints and Kicks?"

ALMOST every retailer has ideas of his own on the matter of adjusting complaints. There is the dealer who regards every "kicker" as a person who is trying to put something over on him and treats him accordingly, often turning the tables and leading the customer to think that it is the retailer himself who is trying to do the dirty work. Then there are different gradations of the attitude on complaints right down, or up, to the man who makes good without question. A customer, writing to "The Shoe Repairer," gives a few typical instances of complaints, and their method of handling by the retailer.

"Once a kicker, always a kicker" seems to be the rule some shoe men apply to their customers, and probably there are some finicky folks who are always complaining about the goods they get.

We don't kick much up at our house. If it is only some little thing, we let it go by, and if a bigger thing can't be righted to our satisfaction, we don't often hold a grudge. But we can't help warming up a little toward the shoe dealer who appears anxious to make every wrong into a right.

Shoes are expensive enough so that one wants to get value received when buying them now, and if they turn out badly, there is more than the usual excuse for complaint—though I have to admit that there is also more than the usual excuse for their turning out badly, when we consider the quality of the material available now for making shoes.

Well, we bought a pair of heavy, outdoor shoes for our little girl. She wore them to school for four or five weeks and then both soles cracked right straight across the middle in the same place, and the shoes were of no more use unless they had new soles put on them.

I took the shoes back to the dealer and showed them to him. They looked a little as if the break might have been caused by contact with a hot steam-pipe or the edge of a stove. I had, however, cautioned the family carefully about putting shoes against a heater too hot for the bare hand, and, anyway, this was before it was time to turn on the steam for heating the house. I investigated and knew the shoes had not been burned, but I expected the dealer to say they had been.

To my surprise he said nothing of the kind. He did not lay the break to us. He said it was clear enough that a defective piece of leather had been used, and he said he would send the shoes back to the manufacturer and there they would either put on new soles or send a new pair of shoes.

Of course, it wasn't convenient to get along without the shoes because in these days one doesn't have several pairs of play shoes on hand for the same youngster. But I left the shoes to be sent. One thing that pleased me was the assurance which I was promised that the shoes would be made right and that the matter would be taken care of right away.

Manufacturer Refused to Make Good

Evidently the shoe dealer did not know the manufacturer's policy very well, because in a few days back came the shoes with a statement that they had

been burned on the bottom and they would do nothing about it. The shoe man did not hesitate to express his opinion about that manufacturer and sent the shoes at once to a local cobbler and had new soles put on without delay and without expense to us.

I haven't anything to say about what effect the manufacturer's stand will have on his future relations with the dealer, but I know what effect that dealer's stand has had on subsequent relations with my family. We have confidence in his desire to do the right thing, and after all, it is to the dealer we look for our adjustments, not to the maker of the shoes.

The Wrong Kind of Polish

At another time friend wife bought a pair of these fuzzy shoes in a suede finish. When they grew dingy, she went to the dealer of the above instance, though she had not bought the shoes from him, and asked for some polish or cleaner for them.

He produced a bottle of something he guaranteed to be just the thing needed for those shoes. She took the stuff home and used it on one shoe and the result was that she had one shoe in a smooth, polished kid, and one in an undressed kid. The polish was not intended for suede finish.

What should she do? Her shoes were spoiled, and I was called in consultation. It looked to me like a clear case and I told her to take the shoes, just as they were, back to Mr. Dealer and put it up to him.

Well, not being blind or feeble-minded, the dealer could see the point. "It's on me," he admitted. "I will pay for the shoes."

That was all my wife wanted, apparently. If he had disclaimed the responsibility I'm not sure she wouldn't have gone to court to prove him guilty. But as soon as he admitted his guilt, he took the wind out of her sails, and she said she would finish up the other shoe and see what they looked like and probably she could wear them, and if he still insisted upon doing something to make it right, he could make her a special price on the next shoes she bought.

So the little difficulty was adjusted to the satisfaction of all concerned except that we had smooth shoes instead of rough ones. A fellow would hardly have the nerve to let a dealer pay for a pair of shoes in such a case unless he was downright greedy.

Chameleon Tactics

I don't want to make this dealer out an angel, but I want to relate one more experience with his shoes. They were tan shoes and a mighty nice-looking pair when they were bought, but in a few weeks the upper leather in one side of one of them began to change color. It was affected by something that made it decidedly darker than the rest. So the pair of shoes would not do for a woman to wear with the present abbreviated skirts. Her feet were not mates when she wore those shoes.

The dealer was plainly nonplussed by the matter. The shoes were all right when he sold them. We all agreed upon that. No one knew of anything happening

that could cause such a transfiguration. I don't attempt to explain it. I only know it happened.

I could myself see the futility of sending the shoes back to the manufacturer, the same one who had refused to repair the child's shoes. It was not even sure the shoes were to blame, but there they were, nine dollars' worth of footwear suitable to wear only at night or with high arctics in the deep snow.

Looked Like New, Anyway

But did our dealer fail us? Not a bit of it. "Leave those here for a couple of days," said he, "and I will send them back to you looking like new but with dark brown tops and black vamps, if that combination will be satisfactory."

Anything would be satisfactory that made the shoes mates and I think the opportunity of having a different pair of shoes had its appeal to the feminine side of the proposition.

True to his word, in two days along came the shoes, just as described, and so neatly colored or dyed that they looked like new shoes. Everybody happy and nobody out any money.

Now, can you blame our folks for sticking by a dealer who takes care of complaints and kicks the way that man does? And don't you understand why it is that we go around town boosting his game all we can? There isn't any mystery in my mind about the steady growth of that dealer's business.

Successful Shoe Merchandising—To Hatch Big Eggs You Must Use Big Hens

"THE shoe business, as a whole, has made rapid and lengthy strides in the last two or three years until now it is recognized as a branch of merchandising in which exists the highest standards of business," said Mr. Ben Jacobson in an address before the recent Convention of Pennsylvania shoe retailers. Mr. Jacobson is a recognized authority on present-day shoe retailing and the following extracts from his talk will be of interest:

Knowledge Must Be Thorough

In order to give the best service, a dealer must know his business, not only from the profit point of view on each individual sale, but he must know how to conduct his store for the benefit of the public. If he does that successfully, he will surely be rewarded with increased profit and a higher standing in the community.

He must know the goods he sells, what they are made of, the origin of the material, the available supply and the market value. If he is in possession of these facts, he must then know how to stretch his finances without hurting his credit, which means that he must know how to regulate the turnover of his stock. That, of course, is best done by learning the kind of goods his trade demands, and avoiding the purchase of slow moving styles, for there is no profit in any article that does not turn at least three times a year.

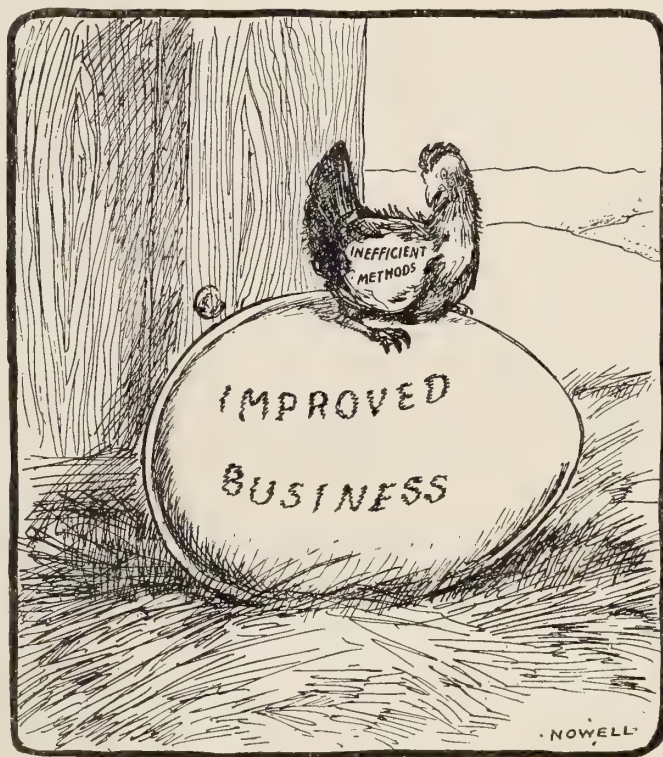
All this is part of modern merchandising. For instance, take the rubber question right now. Crude rubber is selling for about half of former years, yet the finished rubbers are higher than last year. Why? Because linings, labor, cartons, cases and transportation are so much higher. Then there is the question of rubber grades and styles. To take care of the increased business with decreased labor efficiency, the

rubber companies are reducing their number of styles for next season. In order to merchandise properly the retailer should know these facts of the goods he handles, because, if he has to buy fewer styles he may need to buy larger quantities on some styles to take care of the demand.

Records Are a Necessity

As an aid to merchandising, every dealer should keep records of his own business—records that will show daily his stock on hand, the gross and net profits, and the kind of goods selling. If you ask an overstocked dealer who does not keep records why his stock is so high he will invariably answer that every line in his store sells. Yet his competitor, who keeps records, does double the business on less stock.

The reason why one man turns his stock twice, while his neighbor turns his four times, is that one man knows his business because he works on statis-



A Hopeless Outlook—For Hen or Retailer

tics while the other lives on guess work. I know a store which did a \$90,000 business last year on less than \$25,000 stock, making a net profit of 18 per cent.

I know of another store which is for sale, because the owner has gone to the end of his rope. He does a \$65,000 business on a \$60,000 stock. If his stock consisted of only \$25,000, he could realize a hundred cents on the dollar, and perhaps get a bonus for the key. As it is, he stands a chance of losing a large sum of money.

In this era of conservation, economy and income tax problems, it is not only to your interest but a great help to our government and flag that you turn your dead stock into live money by proper merchandising.

A Canadian shoe retailer, in a recent advertisement, used a cut which is marked "Copyright, 1892." It looks the part. Successful retailers say these old cuts do more harm than good.

With The Canadian Shoe Manufacturer

Brief Extracts from the Opinions of a Number of Prominent Shoemen Regarding Coming Styles

Manufacturers' Forecasts

The Blachford Shoe Manufacturing Company, Toronto, regard the forecasting of summer and fall styles as a somewhat difficult question, the entire atmosphere being more or less confused. They are under the impression, however, that their full lines will be of 8, 8½ and 9 inch tops, though the majority will likely be 8½. By September it is probable nothing higher than 8½ will be made in this factory. In women's, the company state that a last carrying a medium height, military heel will be greatly in vogue, and if anything there will be a heavier demand along these lines in street footwear. Of course, the high French heel will remain popular for dress shoes, with a slight tendency toward high Cuban heels being more in demand. A healthy business in blacks is looked for, but, at the same time, they anticipate a big volume of business in colors—brown particularly also browns with combination tops and blacks with combination tops. A patent leather dress shoe will be in very good taste, particularly in combination with some other material in the tops. In combinations the Blachford Company favor subdued tones, and do not look for any new fancy shapes.

For spring and summer buying an up-to-date in-stock department is maintained, well stocked with a handsome and desirable range of high shoes, oxfords, and pumps, all on new, modish lasts, made in patent, mat kid and glazed kid, with both Cuban and full Louis heels. In oxfords the majority are 5-eyelet.

The Eagle Shoe Company

The Eagle Shoe Company, Montreal, is putting in four new women's lasts, three with low heels and the other with a long vamp and high heels. The company will feature women's welts very strongly in their fall samples, with a large selection of shoes in colored leathers. Fleece-lined goods will be shown. Attention might also be drawn to the lines of women's oxfords in blacks and colors. In men's the company will present samples of brown patents, with a variety of goods with ooze and colored calf tops.

Daoust, Lalonde & Company

Daoust, Lalonde & Company say: We believe, though, that low cut shoes for women will be more popular than in the past, and we intend making a good variety in these, especially oxfords. Colored leathers, either calf or in sides, will be popular lines.

Miner Shoe Company

The Miner Shoe Company, Limited, Montreal, are of opinion that in women's the run will be on colored goods, with fibre soles; there is also certain to be a good demand for greys, browns, and fancy lines with ordinary soles. High and sport heels will be in favor. Cravenette fleece-lined shoes should also be good sellers. In men's the recede toe will continue to dominate styles, with a heavy demand for tans and goods with

fibre soles. The company's travellers are now on the road with a very large selection.

Canadian Footwear Company

The Canadian Footwear Company, Limited, Montreal, will include in their samples a full line of women's cushion sole turned shoes and pumps mainly in vici kid. Hitherto the company has confined itself to the manufacture of McKay goods.

La Duchesse Shoe Company

La Duchesse Shoe Company, Montreal, consider that Havana browns, in women's, will continue to be big sellers, while black kids will also be in favor. High cuts are likely to be well bought by the public.

M. J. Stobo

In addition to the usual lines, Mr. M. J. Stobo, Quebec City, is showing five new lasts, three of which are men's goods. Mr. Stobo has this season put out shoes made of Royal and Cherry calf, a new departure, and is also showing productions in side leather. The men's new lasts include an army boot. Some of the samples have fibre soles, which evidently will be more popular than ever. The two new women's lasts are high cuts, 7 inches and 8 inches, and these are in Royal and Cherry calf, with fibre and ordinary soles, and narrow and medium toes. The firm have added new lines in misses' high cuts, made up in Royal and Cherry calf, and also in black.

Geo. A. Slater

Geo. A. Slater, Limited, Maisonneuve, look for a strong demand in high grade goods, for shoes with wing tips and perforations. The company are adding two lasts in men's and two in women's, with a large number of new patterns. One of the men's lasts has a recede toe with a walled effect and the other is a shoe with a slightly raised toe built for comfort. In women's a walking shoe has a brogue effect, and another sample is characterized by a long forepart, with medium heels. The women's high cuts will have mostly 8 inch and 8½ inch tops, with a few 9 inch tops. One feature in this department is a shoe with a rubber sole, 9-inch cloth top, straight laced effect, and fleece lined.

Dufresne & Locke

A number of fleece-lined goods are included in the samples of Dufresne & Locke, Limited, Maisonneuve. Among women's, there is an attractive Reigskin, 10 inch top, Goodyear welt, while another nice looking shoe is in tony red, 7½ inch top, with pointed toe. The firm are also placing on the market shoes in black cravenette, black canvas, and a cravenette with a kid wing tip. The same lines in men's are being shown. Dufresne and Locke have added misses', child's and infants' stitchdowns, in a considerable variety of leathers, to their samples.

Footwear Styles for Women

Someone has said that the indications for women's footwear for the summer and autumn are less "style," and more "taste," by which is meant that there will be less evidence of over-dressing in the matter of boots and shoes. This does not mean, however, that there will be less demand for well-appearing shoes. As a matter of fact the reaction is merely against gaudiness, and real artistic design will continue quite as much in favor with the best dressers, and, in all likelihood increase in popularity. In other words, it is the "lines" of the shoe rather than the decorations that will attract the fair sex during the coming season.

The height of women's boots, by common consent, will not run above 8 or 8½ inches, except in special cases. In colors the range will be "two shades of brown, two shades of gray, black and white." Materials will be governed largely by the available supply. Gray, in both kid and buckskin, is extremely popular at the moment and the forecast is that the darker shades will rule for fall. There is a strong impression abroad, however, that brown shades will be in still greater demand. Patent leather, always popular with certain classes, is looked to have a strong revival.

There is no doubt that these colors offer opportunities for very pleasing and artistic combinations. A gray buck top with patent vamp shown by one of the manufacturers is very attractive. Some very pretty combinations in gray and brown are seen, too. As we said above, however, artistic plainness is the marked feature, decorations, especially in the more expensive styles, being conspicuously absent. Tips, perforations, etc., will be less sought, though imitation tips are said to be making a strong bid for popularity.

Lace patterns will continue to lead by a big margin, although in very high grade stock buttons are being featured to some extent. Pearl buttons, also flat buttons, medium size, are shown with color tops.

Oxfords are expected to be in very great demand for summer wear, and also, in combination with overgaiters, well into the fall season. The overgaiter should be a distinct feature in the retailer's stock. It has the advantage of being easily fitted in with various costumes and so is looked upon by the customer as an economy.

Cuban heels promise to hold the lead in popularity for street wear. One disadvantage of the low heel is that the change from it to the "Louis" evening or house shoe is so great as to cause discomfort. The 14/8 height prevails in most samples.

Summed up, the forecast is a demand for greater simplicity, more really artistic designs and combinations that do not clash with the seriousness of the times.



tyles for Women

Handsome Patent Pump—
Buckle of pliable material—
Graceful lines for house or
street wear.



White Oxford—Two and a
half inch half Louis Heel,
aluminium plate — Will be
greatly in favor.



Russian Calf Lace Oxford,
fancy wing tip, 14/8 Cuban
heel—Tan, brown and black.





tyles for Women

A splendid walking last—
Vamp black, brown or tan;
calf or kid—Top brown cloth
—14/8 Cuban Heel.



A handsome street boot—
Patent vamp, cloth, buck or
kid top—Nine-inch height—
very classy.



Repair Department as a Profitable Asset

Net Profit in Fair-Sized Town Should Be \$1,200 on Investment of \$575—This Retailer Has Found it Profitable—Address by Geo. W. Stevenson at Ohio Merchants' Convention

THE subject, "Repair Departments as a Profitable Asset," is certainly an interesting one to me, for it furnishes me with a good part of my meal ticket. As near as we can get it from statistics furnished, there was about one hundred million dollars' worth of shoe repairing done in the year 1917.

I say to you, shoe store proprietors, that shoe repairing is as much a part of your business as perfumery is of the drug business. It is up to you to put in repair departments and make additional profits.

You can make, on an average, as much profit on a job of shoe repairing as you can make on a new pair of shoes, and as it is giving service to your customer, I believe that you should be just as willing to give shoe repairing service as you would to sell the customer a new pair of shoes.

Good Service Essential

Twenty-five years ago the laundry business was in the hands of the Chinaman, and as long as it remained in the hands of the Chinaman it did not amount to



Regal "Pall Mall" Last in tony red and mahogany brown—Made also with imitation wing tip and perforated toe decoration in composition and leather.

anything, because of the poor service they were giving to the public. Improvement began when the laundry business drifted into the hands of a higher class of men, and we all know that to-day the laundry service which the public gets is a wide one and a very good one. Hence, the laundry business is now considered a very large and remunerative service, both to the public and to the proprietor of the laundry.

This clearly shows what can be accomplished in the shoe repairing industry. First, by properly equipping your shops to take care of the work and then turning it out in a scientific and satisfactory manner. Modern, up-to-date shoe machinery has now replaced the old-style methods in 60 per cent. of the repair shops in the country.

Prospects for the repair man have never been better than they are right now. The high cost of shoes has made the public think of the economy of shoe repairing. Having shoes repaired right has brought home to the public the fact that there is comfort in having their old shoes repaired.

The facts and figures here given will hold good in 80 per cent. of the correctly-managed shoe repair

shops, and will show you what an attractive adjunct a well-managed repair shop is to your business, not mentioning the convenience to yourself and customers to have your repair work done under your own eyes, in the proper way. This, of course, ensures your shop success, as a satisfied customer will always return.

To operate a repair shop on a paying basis, hiring



Regal Company's "Briton" Last, in black and colored calf; visible and blind eye-lets—Plain and perforated vamp—Composition and leather soles.

one shoemaker, it is not advisable to start unless you can furnish your shop with steady work—not less than \$100 per week. In smaller cities three or four shoe stores can combine in the shoe repairing game and make it very profitable for all concerned by simply starting a shop and dividing the expenses and sharing the profits on a basis of amount of work done for each shop.

In the first place, your repair shop should have full credit for all the work it does. A correct record should be kept of each job done. Patches, rips, heel plates, inserting insoles, and numerous little items of this kind are very frequently done gratis by the store, and no



"New York" Oxford, by Murray Shoe Company—Made in all leathers.

credit given the shop for the time taken to do the job and for the material used.

The Tag System

A very successful way to run your shop, especially when you do work for stores other than your own, is to make out a work tag for every job, charging your own store, or the outside store, the full retail price for each job. The coupon part of the work tag goes to your office for proper charging and the stub of tag remains in the shop, giving you an exact record of what your shop is doing and which can be checked up

weekly or monthly. These tags are numbered in order, so as to avoid any chances of losing them.

After the work is done, it is, of course, optional with you as to what percentage of discount you are going to allow your store on your outside store customer.

When leather was on a low price basis a 15 per cent. discount was generally allowed, but this has been cut to 10 per cent. now in a good many places.

A working list of prices for all kinds of repairing is generally made out in every progressive community, and the shoe merchants who run shops, as well as the repair shops themselves, adhere to this list, making the repair game a pleasure as well as a profitable investment, avoiding all confusion as to prices, etc.

Now for the shop. To properly equip an up-to-date repair shop large enough to work one or two shoemakers the following supplies are necessary:

Equipment

1 Goodyear stitcher and finishing machine complete..	\$400.00
1 standing jack, complete, and 40 lasts	25.00
1 Singer patching machine and leather sewer	55.00
1 two horse-power motor	85.00
1 lot sundry shop tools not furnished by shoemakers ..	10.00

\$575.00

Supplies for One Week

Leather for soles, taps and heels	\$50.00
---	---------

Findings, heel plates, rubber heels, and sundries 25.00

\$75.00

Total, \$650.00.

By this you will see that for an investment of \$650 you are ready to start your shop, which, if properly managed, will give you a handsome return on your money invested. For example, we will take one week's figures:

Starting with one man. Wages for one week will be..	\$20.00
Hire a good mechanic. It doesn't pay to hire a cheap man.	
Royalty on Goodyear machine, one week, will be	2.00
Your rent, heat and power, one week, will be	12.00
The net cost of your leather, fibre soles, etc., will be 45 per cent. of your weekly average output. Figuring \$120.00 average	54.00
The net cost of findings, thread, nails, etc., will be 4 per cent. of your weekly average output. Figuring \$120.00 average	5.00
Incidentals, advertising, postage, etc.	2.00

Your weekly gross outlay is \$95.00

Your man should produce for you, according to the kind of work he does, \$115 to \$135 per week, at the lowest estimate, as figured above, you have a net profit of \$25 on your week's work. Figuring 50 weeks, you have \$1,250 net for the year on a shop in which you invested \$575, or a profit of over 200 per cent., not counting the assistance it has been to your store.

Advertising Problems in a Small Town

ADVERTISING in small cities and towns is necessarily a much different process than in the larger cities, although fundamentally the same in principle—that is, the desire to arouse the buying instinct among prospective customers. Where the retailer in the large city may have to restrict his advertising to a certain area (unless he is in the down-town section), the retailer in the small city or town may profitably distribute his publicity throughout the entire city and, indeed, far out into the country. Mr. Ira T. Welsh, a merchant of Griswold, Ia., recently gave the shoemen of Iowa a few pointers on the subject. There are two kinds of advertising in the field, he said—destructive and constructive. I take it for granted we have had sufficient experience with the destructive sort, so my efforts will be directed toward the constructive kind.

The Four Usual Mediums

For this discussion I have selected the four most commonly used mediums for advertising—first, newspaper; second, fence or road signs; third, personal letters; and, fourth, the customer.

Unfortunately, the usual small town newspaper has lost much of its value as an advertising medium in the rural district. Since it is scarcely ever published oftener than once a week, it does not go over the territory often enough. True, before the days of rapid transit and the establishment of rural mail routes, the coming of the town newspaper was looked forward to, and it held an important place in almost every country home. Under present conditions, however, there is scarcely a country home that does not receive one or two huge dailies and style circulars galore. Naturally, these leave the country sheet in the background—an attraction of by-gone days. In fact, other than keeping your

name occasionally before the public through its columns, the weekly newspaper is a poor medium for effective advertising.

If your business is comparatively new, the use of fence or road signs on all adjacent roads leading to your town will be quite effective. Put as few words as possible on the signs—your firm name, business, and your address in good-sized letters. More cannot be read, for 90 per cent. of the people who pass your signs are “stepping on her” for forty or fifty miles per.

The Appeal of the Personal Letter

I have found a much more effective method than the newspaper and one which works nicely with the road signs is the personal letter. A letter appeals to nearly



Kid Pump, Loop pattern, turn sole. Sizes 2 to 7—Blachford Shoe Mfg. Co.

everyone, and it will be treated with more consideration than the newspaper. It should not be a cheap affair; on the other hand, it should be neat and tasty in every detail, and your message should be told in as few words as possible.

Having compared the relative methods of advertis-

ing, one must decide the all-important question, "What to advertise?" No doubt, this is the most confusing phase of the game. Some people will be especially attracted by low price, others by footwear noted for giving long, hard service, and others will be chiefly interested in style. So, in writing personal letters, one should consider all these classes.

Store Service the Strong Point

However, there is a feature that appeals to all people, and that is store service. The days of the ox-team method of travel are past, and, with their departure, people have learned that the "little old country general store" plan of serving the public does not compare with the high standards of specialized merchandising perfected by some of the large city stores.

In Mr. Buckley's address on "Store Service" at the National Convention (reproduced in Footwear—February issue) he quoted some figures taken from an experiment made by Best & Co., New York. From my viewpoint, out of 198 dissatisfied customers from whom

all the ladies and most of the men. In fact, when using the following-up mailing system it is even more effective to state that you have recorded the name, address, the style of shoe, and the size and width worn.

During the past few years much action has been rightly taken against fraudulent advertising. This has been especially directed against evils in advertising shoes, and this should apply to the advertising of store service. If you do not intend to deliver the goods, by all means do not advertise store service.

"The Satisfied Customer" Medium

But the most important medium of advertising remains that of the customer. If he is satisfied he will contribute greatly to the permanent establishment of your business. People are bound to talk—especially is this true of the fairer sex. Make it your business to have them talk for you. With 1,000 women boosting your store and its service the shoe business will be a healthy and profitable proposition.

Big Sale on Ivory Sole Leather

White shoes being in great demand for the summer and fall trade has brought an unprecedented demand for Ivory sole leather. George H. Vaughan, of Peabody, Mass., manufacturer of this popular leather, reports the business conditions in both United States and Canada as decidedly improved and the call for Ivory sole leather and welting unabated. One of the great assets of Ivory sole leather is that it can be used



A shoe for any wear or weather—Hydro City Shoe Co.

they secured reports, 197 were lost because of a lack of proper store service. But some will say that was in New York. To such doubters I would merely repeat that the great majority of country homes receive at least one daily newspaper, and that ancient means of transportation and communication have vanished. Indeed, the daily newspapers, the style circulars, the telephone, the automobile, and the airship have all been efficient instruments for progress and advancement. Consequently, country folks have acquired ideas about proper store service which do not differ greatly from those of city people. In our own experience, almost daily we have customers from surrounding towns. In a tactful way we endeavor to ascertain the causes for their dissatisfaction, and have learned that 90 out of every 100 come on account of a lack of store service in their home town.

Follow Up Personal Letters Regularly

So, if you desire to build a permanent business, talk three-fourths of the time about your store service, and do most of it through a personal mailing plan. If this method is to bring the desired results one must follow up his personal letters at regular intervals. In connection with this plan the card system may be utilized to great advantage. There is a streak of pride in most people, and generally it can be tickled. I have found that the ability to remember the style of the shoe, the size and the width which an individual wears pleases



White Buck Lace, 9-inch top. Ivory welted sole.

not only on white buck and kid shoes, but also with canvas shoes for the seashore or for sporting boots. For street wear it is a common sight to see white ivory soles attached to the fancy colored shoes, and even blacks, where extreme tastes have to be satisfied. Some very attractive footwear styles are shown in this issue, where Ivory sole leather is displayed.

Youths' & Children's Styles

Always the retailer must bear in mind that, with children, the feet are in the formative period and the one most important consideration is comfort and fit. The realization of this fact by the parent, together with the greatly increased cost of children's shoes, has brought this formerly somewhat despised section of the footwear retail business into greater favor. The increase in cost of children's footwear is much more noticeable than the increase in older lines, and the parents are correspondingly anxious to get value for their outlay in the way of style as well as quality. In consequence, children, in general, are much better shod to-day, both in appearance and in fit, than they ever were before.

The young girls' and misses' styles will follow, closely, the lines of the past year. Calf, black and tan, is conspicuous. Gray is shown only in limited amount, except in the sizes that are frequently also sold to women. Light and dark brown are specially popular in all ages. The immediate demand, however, is for white shoes and oxfords. It is frequently predicted that the coming season will be the strongest in white on record.

Patent, in button styles, will be in increased demand for the little folks. Many white, flat pearl buttons are seen. Ornamentation, in general, is absent, however, even tassels being omitted from baby shoes. The chief combinations will be patent vamp with tops of white, black or brown. A few welted shoes for babies are shown.

In boys', as in men's, there is no marked change. Common sense lasts in semi-military style are much in evidence—wide toe, broad shank, low heel, without box toe; the semi-English last and a foot-form, conservative bump toe in brown, gun metal and some patent, is also seen. As with men's, also, there will be a wider use of cordovan for the better class of trade.

Children's footwear in general will be of higher quality and better appearing designs. The retailer will do well to carry a fair range of widths and pay rather more attention to fitting. With increased profits due to the higher prices it may well be considered whether a children's department may not be a paying proposition. This, of course, depends on location to a very considerable extent—but it is well to remember that we reach the parent through the child and so in whatever measure we cater to the kiddies, just to that extent also we please the mother.

It is much easier to get suitable furniture and decorations than formerly and quite a number of retailers are fitting up some little unused corner for the kiddies at small expense and getting good returns.



Children's Footwear



White Canvas or Buck Sport Shoe, White Rubber Sole and Heel, McKay Sewed — A splendid holiday shoe.

Black Calf Vamps, Seven-inch Kid Top—Medium Toe, stitched tip —Young girl's last, modelled on grown-up lines.



Dull Calf, Mat Top, in 7-inch height—Comfort Last — Popular for growing boys.





Children's Footwear

Buck Button, with
Wedge Heel in Turn
Construction — White
will lead for younger
children.



A dainty little Soft Sole
—In Silk and Beads and
Ribbon — Stitched in
contrast.



Brown Canvas Lace
Oxford, Chrome Elk
Sole, stitched down —
Sizes, 11½-2.



The Guiding Principles in Buying Shoes Right

MR. HARRY I. BOYD, manager and buyer for one of the large shoe stores in Lancaster, Pa., told the Pennsylvania merchants at a recent convention that it has at all times and always will be a very simple matter to buy shoes, but to buy them with that degree of satisfaction of knowing that they are bought right is entirely different.

In buying shoes so that they are bought intelligently the buyer should always bear these facts in mind:

First—Concentration of accounts. Second—That he should only buy such widths, as his particular class of trade requires. Third—That he should buy only such shoes as he knows his trade wants and demands. Fourth—That it requires a thorough and diligent study of his trade, so as to ascertain its requirements. Fifth—If your trade requires C, D, E and EE widths, do not permit yourself to buy widths from quadruple or triple A down, as it is in just such instances as this that a merchant becomes loaded, and once in this predicament it is not an easy matter to get his stock in a normal condition without loss of money and business as well.

Personal Knowledge

In buying my shoes I have at all times kept this fact in mind, says Mr. Boyd, that I cannot always buy what I feel appeals to me personally. Shoes, to be bought successfully, should be detailed by the buyer so as to fully meet requirements which he knows he is expected to fill. As different locations and classes of trade demand different class of footwear, the buyer himself should be in a position to determine best what these requirements are. Of course, the salesman can and should at all times offer very valuable suggestions. I have always contended that to be a successful shoe buyer it is essentially necessary to come in personal contact with the trade you serve, and that the best method of forming this contact is by actually working on the floor.

A most important factor in "safe and sound shoe buying" is the concentrating of your lines, thereby



Seal Brown Calf Lace Oxford, Blind Eyelets. Sizes 2 to 7. Widths A, B, C and D.—Blachford Shoe Manufacturing Co.

avoiding to a very large extent the accumulation of odds and ends. It is equally as important to confine your purchases to such amounts as you have the output for; but to make your selections as to styles and patterns such that you can show the longest range of entirely different shoes for the least possible investment, as it is turnover that figures largely in the producing of ultimate results.

Avoid duplicating styles and patterns; make every style shoe distinctly different, even though it be the same grade shoe. This will in many instances enable the merchant to get a better profit.

There is no more common thought among many merchants to-day than that foolish one that they must, out of necessity, put in every good line of shoes that is offered them. In my mind there is no possible benefit derived from putting in a line of shoes simply to take them away from the other fellow or to deprive him of securing them.

You will also notice where concentration of accounts is employed the manufacturer regards your account a far more desirable one than if a long range of manufacturers are represented in your stock in hand.

It has always been and always will be a big advantage



Seal Brown Calf Lace Oxford, Blind Eyelets, Imitation Wing Tip. Sizes 2 to 7. Widths A, B, C and D.—Blachford Shoe Manufacturing Co.

tage to a retail merchant to have a particular line of shoes confined to his store, and in order to do this you must concentrate your lines, thereby showing the manufacturer that your account is worth while. This is the account that the good factories are seeking, and upon which a successful retail shoe business is built.

"It Might Be Worse—"

There's a hackneyed little saying
That is passed around in jest—
Just a simple little squib that's crisp and terse.
Though it started in our playing
There's a mint of truth expressed
In that slangy easy phrase—"It might be worse."

For, when things are going rotten
And you lose your hold on "luck"
Then the gritty phrase is better than a curse.
It proves you've not forgotten
That a man can keep his pluck
When you lift your chin and say,
"It might be worse."

When affairs are not so rocky
And you ride on Easy Street
You can take another maxim from this verse.
When they praise you, don't get cocky—
Keep your head and keep your feet
While you smilingly admit—"It might be worse."

If I Were a Shoe Dealer

I would place just in front of my window display a long horizontal mirror about two feet high, with the bottom edge even with the sidewalk. This would enable passers-by to note the appearance of their footwear and to compare it with the new styles shown in the window. The comparison would in many cases lead the prospect to purchase a new pair of shoes, and in others to patronize my shoe-shining department.—System.

Making the Children's Department Pay

As Important to Fit Carefully as with Adults—Neglect Resented by Parents—
Besides, it's Your Duty to the Child

IF you were addressing a meeting or delegation of retail shoe merchants from various sections of the country, who were about to install a special children's shoe department, and who were anxious to profit by your experience, what would you say to them?

This question was asked by the Shoe Economist of a shoe buyer, representing an establishment catering to children and doing an annual business approximating \$50,000 in children's shoes.

Had Ready Answer

I would say to them, replied this buyer, that we have been successful in selling shoes to children, because we have adhered to the policy of losing business rather than give a child a pair of shoes that will not fit. Correct fitting is the foundation on which the success of a department such as we speak of depends.

Whether you are selling to the poor, the middle class or the very rich, in order to get their trade uninterrupted, season after season, you have got to fit them with shoes that will not make their feet sore. Advertising in the preferred positions of the best papers in your community may have the effect of bringing women with their children to your store, but it will not sell a single pair of shoes for you, unless you have your salespeople well trained in giving children the kind of footwear they may walk in comfortably.

Great Care Needed

I cannot repeat this too often, nor emphasize it too strongly. Unless this point is seriously dealt with, and handled with the greatest possible efficiency the children's shoe department cannot be operated at a profit, for the reason that returned goods, complaints, refunds and recriminations on account of misfits will knock the bottom out of your cash box.

To avoid misunderstanding, salespeople and others in the department should be impressed with the importance of this factor. They should be told that when a child is fitted for shoes they are not to be guided by what the child says, or by what the mother says, but by the measuring stick, the weight of the child and the shape of its foot. It is natural for a child, when getting new shoes, to be pleased easily, due to his feverish hurry to wear the shoes. The mother is guided more or less by the child and by the price. But the least complaint subsequently made, regardless of the cause, is blamed on the shoes.

Salespeople should also be cautioned about fitting stout children, who have a tendency to lean backwards. They should be fitted with a fair-sized heel to give their body a forward movement, so that the weight of the entire body may be equalized and distributed between the heel and the ball of the foot.

Nine complaints out of ten are caused by selling children shoes that are too short for them. This is more or less the fault of the child due to its tendency to curl up its toes. It is up to the salespeople to guard against this and caution the child about it. They

should also see that the child's stockings are of the right size.

The salespeople who fit the shoes of children assume a great responsibility. The feet of a child are sensitive and misfits not only cause them discomfort but are also apt to disturb the child's entire nervous system. It should be remembered that the heel is a nerve center and connects with the spine.

A member of the salesforce lacking patience should not be asked to wait on children. That person will turn away more business in dollars and cents in a couple of weeks than his total annual salary. Our force has been so trained, and the confidence of our customers so developed, that things run along almost automatically. Mothers send their children to us unaccompanied, with a positive feeling that everything will be all right.

Next in importance to fitting children accurately is the arrangement of the department. It should be kept apart from the men's and women's shoe departments, just the same as if it were located in another part of town. Not only should the salesforce be thoroughly trained in the handling of children, but they should be trained also in keeping track of stock according to our set system, which is the segregation system. Boys' shoes are kept separate from the girls', then subdivided according to grades and re-subdivided according to sizes. The sizes we carry are:

	Size	Inches
Infants' 0 to 5	0	4
	1	4-1/3
	2	4-2/3
	3	5
	4	5-1/3
Children's 5 to 8	5	5-2/3
	6	6
	7	6-1/3
	8	6-2/3
Children's (2nd run) 8 1/2 to 11	9	7
	10	7-1/3
	11	7-2/3
Little Gents' Sizes (10 to 13 1/2)		
Youths' and Misses' 11 1/2 to 2 1/2	12	8
	13	8-1/3
	1	8-2/3
	2	9
Boys' 2 1/2 to 5 1/2	3	9-1/3
	4	9-2/3
	5	10

Show Sensible Styles

We limit our styles to the sensible types. We sell the broad-toe to the boys; they are the most popular, and we advise the little girls to emulate the boys in footwear. Whether we sell children spring heels or wedge heels depends entirely on their weight and size and on the shape of their feet—not on what they prefer. Usually they take what we give them, because we go to the trouble to explain what is good for them.

That is what I would tell a meeting of a delegation of shoe merchants who were anxious to profit by my experience.

Retail Advertising Plans Analyzed

A Clean-cut Expression of Ideas Based on Actual Retail Experience by Jesse M. Joseph,
President Cincinnati Advertising Club, before Ohio Shoemen's Convention

IN the course of my retail experience, which covers more than twenty entirely different lines of business, I have always been told the same story: "We want to sell more goods; we want to make more money; we want to reduce our expenses." Nowadays the only way to increase your profits and decrease "overhead" is by increasing your volume of business; and the only way you can increase your volume of business is to do everything you are doing now—**plus Advertising.**

I have come across many methods of advertising. First there comes the "rental basis."

Here is a man who pays \$1,500 a year rent, so he figures that this is what he ought to spend on advertising. He believes in advertising and he has made it pay on this basis, but, if his business grows his rent might grow—if his business decreases, his rent may not decrease. He has a fixed basis upon which to figure, but he is positively going it blind. Suppose the trend of trade is in another direction, away from his store, suppose the street cars are re-routed, and suppose he has a long lease, which he is sure to have under these conditions; suppose a competitor begins to advertise extensively and brilliantly; suppose there is a sudden boom in his town; his appropriation, like the laws of the Medes and the Persians, never changes; in a few years time that man will find that his business will not have changed for better, although the advertising of his competitors might change it for the worse.

But while he is "going it blind," at least he is going. He is bound to get more business than if he did not advertise at all; but the rental basis is too fixed, so we will look at another method.

I call it the "last year record basis."

Advertising Should Appreciate with Goods

This merchant will look up his business record from last year and see that it cost him $4\frac{1}{2}$ per cent. to advertise. He had a good year, so he takes the same amount of money for this year's advertising, in the hope that the same amount of money will get him more business. You might just as well figure that \$1 spent in 1915 would buy the same amount of merchandise in 1918, whereas it will only actually buy about 60 cents worth at the present time. Your advertising must be adjusted to and adjustable to immediate local conditions. This, I believe, is not the proper method.

Next comes the "spasmodic method."

Sometimes He Uses an Old Cut

This refers particularly to the one-man business. The owner thinks, sleeps, eats and talks nothing but his business. He knows everything connected with his store from the manufacturer's stock numbers of five years back to the porter's wife's maiden name. He works no plan and he plans no work. He waits until a solicitor comes to his store, and then he grabs a piece of wrapping paper and hurries through the ad. Maybe he has a cut ready and maybe he uses an old one. He buys his advertising as he buys his dinner,

but not so regularly, and as a consequence his advertising shows it.

We will call the next plan the "Safety First method."

Spending Wisely and Safely

Here is a store whose business record is as follows: Sales in 1913, \$40,000; in 1914, \$44,000, an increase of 10 per cent.; in 1915, \$49,000, an increase of $11\frac{3}{10}$ per cent. plus; in 1916, \$54,000, an increase of 10 per cent. plus; in 1917, \$60,000, an increase of 11 per cent. plus, or an average increase for five years of $10\frac{1}{2}$ per cent. Now let us look at the advertising sheet.

They spent \$1,300 in 1913, cost $3\frac{3}{4}$ per cent.; \$1,760 in 1914, cost 4 per cent.; \$1,960 in 1915, cost 4 per cent. (approx.); \$2,200 in 1916, cost 5 per cent.; \$2,550 in 1917, cost $4\frac{1}{4}$ per cent.; total $20\frac{1}{2}$ per cent., or average of 4.1.

Now assuming that we are going to do \$66,300 as a logical business for 1918, does it not seem practical to you that the average advertising appropriation, based on the same time, under the same conditions, ought to increase the volume to that figure?

How will you spend it? Here is a certain town. Its population is 21,000, figuring four people to a family, and each family to a home, that would be 5,250 homes. There are eight shoe stores in the town, and figuring upon a basis of the average amount of shoes sold and the price per shoe, the town's shoe business ought to amount to close to \$210,000 annually, or \$36,250 per store, in men's, women's and children's shoes. In this town there is a morning paper—The Review—with a circulation of 5,000. There is also an evening paper—The Tribune—with a circulation of 5,000. The average local rate under contract on a frequency of insertion basis is, approximately, 15c per inch. Suppose we figure 15 inches of space at 15c per inch equals \$2.25 per day one paper; two papers equals \$4.50; with \$1.00 for cuts equals \$5.50 per day; 300 days equals \$1,650; adding \$250 to get up the ads. makes total cost equal \$1,900.

One Cent a Month Talks to Everybody

This means that every man, woman and child who reads the papers, whether it be morning or evening paper, is bound to see your ad. every time they read the paper. In order to make this absolutely fair, instead of 21,000 people we will figure 2,000 illiterates, which would mean that it would cost you \$1,900 to cover 19,000 people like a blanket. This means that you would talk 300 times a year to every reader of the paper at 10c each per year. It costs you, therefore, 1c a month to talk to these people twice every day. It means that 1c a day puts you in contact with at least twenty readers.

The Proper Space in Good Position

In planning newspaper advertisements, the two-column space is everywhere demonstrated to be the best. Assuming that this will be the shape of most of your ads., be sure that you get a good position in the papers. They will give it to you if they know

you are going to run every day or frequently. If you cannot get the top of a back page, try to get the top of page 2, because important telegraphic news is always carried over from the front page to the top of page 2. Fill it with good copy and use good cuts.

Here is an A. B. C of advertising display.

(a) **"Above all attract attention."**

This is equivalent to 60 per cent. of the effectiveness of the ad. If an ad. is not attractive it will usually not be seen.

(b) **"Be brief."**

Equivalent to 15 per cent. of the advertising. Make the heading short and forceful.

(c) **"Convincing copy."**

Equivalent to 15 per cent. of the advertising. If your headline is good and the reader reads further, convince him concerning the merchandise you are offering. If you think this is easy; if you think it is not exciting work—try it. Try to convince a man in fifty words and you will be astonished at how little you can say in so few words.

(d) **"Displacement."**

Equivalent to 10 per cent. of the effectiveness of the ad. This refers to the position in the newspapers. If your ad. is buried it loses much of its effectiveness, say about 10 per cent.

Advertising pays if it is done right. I have investigated personally, and I know whereof I speak when I say that **of the hundreds of failures reported annually over 80 per cent. are firms who have never advertised.**

Money for Other Publicity

If \$1,900 is spent in newspapers—as a nucleus—you still have \$800 to spend on other media, windows, billboards, direct-by-mail, electric signs, souvenirs for customers, and other forms of publicity.

Advertising—A Short Cut to Success— Treat It Like a Customer

AT all of the shoe retailers' conventions that have been held recently the subject "Advertising" has been discussed pro and con from many different angles by experienced retailers. It is indeed a worthy subject, constituting as it does one of the most important elements in modern-day merchandising. The retailer who can successfully select a good, saleable stock, keep track of it accurately and advertise it effectively should certainly have little cause to complain of his business. Advertising for the retailer is simply a means of spreading his reputation, of establishing his policies in the public mind, of telling store news and stimulating sales—it is a short cut to success. At a convention of Indiana retailers recently Mr. H. E. Ryan, a prominent shoe retailer of Indianapolis, spoke on the subject in an interesting manner. The following are extracts of his talk:

In newspaper publicity or its relatives—the circular or direct mail—it is essential that we stick closely to our proposition; also that we do not buck fashion or public opinion. If a man has a good selling brand it is easier to increase its sales than to introduce an unknown. Follow the line of least resistance.

Weak-Hearted at the Test

To make clear my point at the outset, I shall tell you a little story, related by an ad. man a few days ago.

This man was one of a number sent out on research work. It was his job to secure as adroitly as possible any information from the retailer which might have a bearing on the results of national advertising. In his travels he stopped in a small town store, where, after buying a cigar and discussing local business conditions and current happenings, he disclosed his identity far enough to let the storekeeper know he was an advertising man.

The storekeeper wasn't impressed. After a moment's thought he said: "An advertising man—hum—the trouble with you fellows is that you do not advertise the right things. Just look in the papers and magazines. You see great ads of ivory soap, baking powder, and the like. They don't need advertising; they sell themselves. Why don't you advertise some of the sticklers?"

You laugh at this poor dub, but is he very different from some of the shoe merchants you know? We see great fortunes built through advertising, and if we are thoughtful we also see the kind of advertising back of these successes, but when it comes to the test we are weak-hearted—we grasp at a fleeting penny and let the big dollar roll into somebody else's cash till.

Watch Methods of the Successful

I'm not going to advertise the successful shoe men, but I want you to visualize some of their ads and business methods. What they don't do is to fill good newspaper space with generalities, neither do they let their advertisements play ambulance for dead or dying stock.

They are earnest fellows who believe in shoes, believe in themselves, and believe in their merchandise. They don't hesitate to say so. When we can put ourselves in that frame of mind we are going to get somewhere. "We'll sign up for space and we'll make that space yield to the point where the month's-end bills will be a joy to pay.

What We Won't Do

We won't fill this good space with so-called bargain offerings of shoes the public does not want.

We won't advertise the best value in town. We wouldn't be believed, and if we were honest in such a statement we'd likely be headed for the bankruptcy court.

We won't advertise our dignity, and we'll put the soft pedal on the high exclusive stuff. Shoe advertising, like our merchandise, ought to keep close to the earth.

What We Will Do

We will pass along, if it is true, such information as "The fashionable shoe this year will be in monotone, like our model IX., plain black, brown or grey, with kid vamp and garbardine top, just 8 inches tall, a comfortable, smart-looking boot, full of service and good style, and only \$6.75 a pair."

Or we may impart the good news, if it is news, that "The always natty pump has been developed in a slightly embellished form like model Y—one of our choicest spring styles at \$7.00."

We will keep abreast of the fashions as carefully in our publicity as we do in our buying. We'll tell store news—our own store news. We'll talk shoes, good shoes, stylish shoes.

We'll have season's end bargain disposals, of course, and we'll spice our advertising ever so often with timely specials that will make the other fellow scratch his head, but we won't swell up in print about the fact.

What we want to establish in the public mind is that we have good values and that it is our habit to offer them.

Oh, we'll do a lot of things—do them well if we look our advertising space in the eye and treat it like a customer! There is much that can be done.

The Essentials of Successful Shoe Merchandising

THE success of a shoe business, or any other retail business, depends on the personal character of the proprietor. This is the belief of Julius A. Goldberg, one of the largest retailers in Chicago. If a statement at any time is over-exaggerated, he claims, it invariably acts as a boomerang, which does more harm than good, but we are sometimes not far-sighted enough to see these things. For instance, you advertise a line of shoes at an odd price, say \$4.95, and you, in advertising same, or placing it in your window on a price ticket say the shoes are a \$9 value, where, as a matter of fact, the top notch price would be \$6. You may sell the merchandise when making this statement, but that customer will never come back for a second pair.

I also believe that sizes should be marked in plain figures, so as not to deceive the purchaser on the size of shoes they wear. It may, for the time being, be a little difficult for some of the retailers to inaugurate this system, but we personally find it a help to the salesmen and to customers in our stores.

Attentive and Truthful Sales Force

The sales force must also be educated to be truthful because you know, and we know, that the retail shoe business to-day is so entirely different from what it was a few years ago, and in order to keep the business where we all want it we have to handle it under these new conditions and constantly improve them. On this subject let me say that the sales force who sell shoes to-day are a great deal better and have more knowledge than they had a few years ago, but don't let this stop here. They should be encouraged in the knowledge of fitting, selling, and being able to make the proper suggestions to their customers, as to-day, in speaking of a shoe salesman, it is not the same as in years gone by. Clerkship in selling shoes should not be encouraged, but fitting and salesmanship should, and, of course, they should be compensated accordingly to make them feel that there is more money to be made in selling shoes than any other line of merchandise at retail.

The retail shoe business to-day requires (especially in women's shoes) that stocks be turned more often than in the past, even if you have to pay more for duplicating the same numbers.

In our business we go over our stocks on hand daily. Each number is handled daily. We have the sizes taken twice a week at all our stores, and when shoes do not move they are immediately put under an observation list that is watched with just as much care as a broker watches his ticker, because merchandise is bought to sell, not to keep. I merely mention our own business because this has proven successful with us.

It is of great importance when a proprietor is preparing to purchase merchandise that he consult with

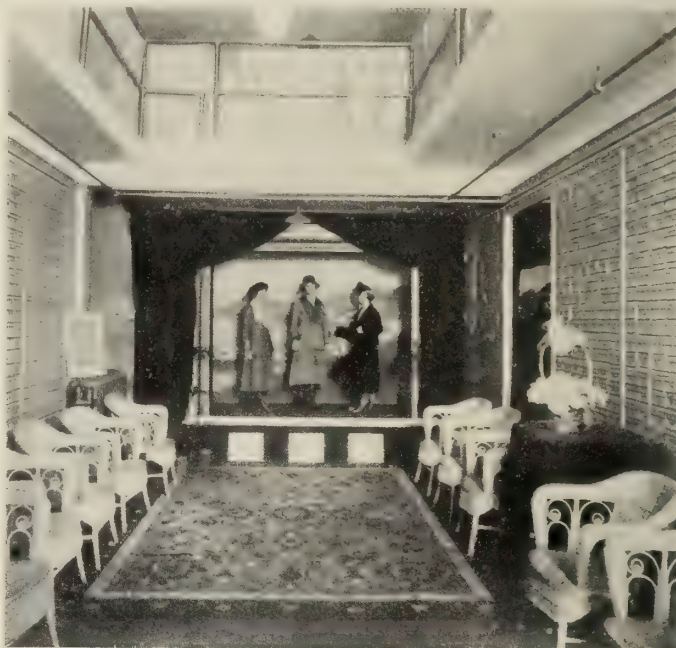
his salesforce and get their views. This would enable him to make a better and wiser selection. We personally have found this very helpful, and at the same time it leads to more loyalty on the part of the sales force.

Retailer Advocates Good Windows

A Toronto retailer recently spent \$200 on a background and decorative scheme for one window. "I realize," he said, "that my window has got to look just a little better than the one down the street. If I did not make my window displays original and out-of-the-ordinary there would be nothing to distinguish them from all the other windows on either side of me. Good windows attract a higher class of trade than ordinary windows—in fact the cream of the trade; those people who do not haggle and wrangle over the price. It has always been my experience that the 'easiest' spenders always go to the store that looks as if it can match the color of their money."

Shoe Store Opens with an Exhibition of Styles on Living Models

TO open a store with a style show was a feat in merchandising successfully accomplished by a store in Worcester, Mass., recently. The living models were attired in fashionable gowns, and the settings, scenery, and spotlight all contributed to render the feat a considerable attraction. It brought



This Shoe Store Opened With a Styles Exhibition

the crowd and stirred the enthusiasm of the spectators for stylish footwear. The show was given for two days, being the opening ceremony of the store. No shoes were sold during the show, but were simply exhibited. Women thronged to the store to look them over, and the day after the show closed, when the store opened up for business, there was a rush of customers that exceeded all expectations. Altogether it was a brilliant publicity and merchandising feature.

Hanna's shoe store, Spadina Avenue, Toronto, is being closed up. Mr. Hanna intends retiring.

The Present Leather and Hide Situation

**People Are Buying Better Qualities—Marked Effect on Canadian Boot and Shoe Industry—
Lower Grade Leathers Left on the Market—Scarcity of Tanning Materials**

THE dominating influence at work in the Canadian shoe industry at the present time seems to be a general demand for the best in leather that money can buy, thus leaving lower-grade materials on the market at comparatively much cheaper prices. Buyers have discovered that more satisfaction is obtained through buying a better quality of goods at a fair price than inferior qualities at bargain prices. The prevalence on the market of cheaper hides in some quantity has no doubt led to the conclusion that leather prices had taken a decline. Any cheapness in hides, however, appears to be about offset by the increased price and difficulty in securing a sufficient supply of tanning materials.

The boot and shoe industry, as a whole, has no doubt benefited greatly by conditions brought on by the war. Brazilian hides are said to be the best on the market. Large quantities of them were purchased for export to Europe before the war, and Canada was compelled to depend very largely on East Indian hides, which were controlled by German interests. Now these South American hides cannot be sent to Europe in such large quantities, and they are coming north.

Speaking of the rapid developments that have taken place during the last two or three years, Mr. W. H. Chamberlain, of Getty & Scott, Ltd., recently said: "Few people seem to realize that Canada is now exporting some of the finest shoe leather made. There was a time when we used to import much of this, but Canadian firms have taken advantage of the situation and successfully competed with some of the best European and United States concerns. We do not export many boots and shoes yet, but we will. Our industries will go after the export business as soon as a ready and adequate supply of raw materials is assured. Why shouldn't we? We have all the natural resources at our disposal, and should take advantage of our position." Referring to the style situation, Mr. Chamberlain added: "The demand for summer and fall is for longer and narrower styles. They must be snappy and finished nicely. The men want good brown shoes, and prefer buck tops. In women's the coming demand is for a high-class patent leather shoe."

Hide Situation Perplexing

Some additional light is thrown on the present hide and leather situation by Mr. L. O. Breithaupt, of the Breithaupt Leather Company, Kitchener. Mr. Breithaupt has written us as follows:

We find the present leather situation very perplexing—not half so perplexing, however, as the hide and material situation. While there is a great abundance of hides on the market, the great difficulty experienced is in getting hides suitable for the class of leather required by the cutters. Materials are almost impossible to import.

'Tis true, country hides and packer cows are quoted at comparatively low figures. Someone has asked why the difference between December, January, February, and March hides and good season hides is much greater this year than in other years. The reason for this, as

we figure it out, is that since the United States has entered the war the factories on that side of the line have been forced by circumstances to buy nothing but leather made from the very best class of hides.

The army specifications are very strict, and nothing but the best material dare be used in their equipment. The civilian trade, strange to say, while very loud in their enthusiasm over economizing in every direction, have not as yet shown any willingness to accept lower-grade leather in their own shoes. On the contrary, the civilians have expected better material in their shoes, and more of it, as has been shown by the continued demand this season for women's high-top shoes all the way up to ten inches. To manufacture such shoes as the trade is requiring to-day uses up only the best of materials. Consequently, lower-grade leather, both in sole and upper, are in abundance.

This condition naturally has made tanners very dubious for the last two seasons about buying poor season hides. This has created a tremendous surplus of poor stock in packer and country hides. In order to clear out this abundance of low-grade material, the packers, during the last three weeks, have conducted a spring house-cleaning, and any tanner who was willing to take a chance on purchasing low-grade stock and disposing of the leather produced therefrom could buy at very low figures.

In studying the market the last week we have noticed that since the big movement of hides registered in all the large centres last week the packers' views are now becoming firmer. When April take-off is procurable prices will no doubt be much higher. Our own idea is that anyone contemplating further purchase of leather would do well to come into the market at this time, because, as was expected, leather prices showed a sympathetic weaker tendency during the period of lower hide quotations. Especially was this the case in some selections of light-weight stock.

The most perplexing thing the tanners are confronted with to-day, however, is the shortage of tanning extracts and the inability to secure export license from the War Trade Board at Washington. The situation in this respect is far more serious than the average Canadian manufacturer realizes. There seems to be a determined effort on the part of the Tanners' Council at Washington to prevent tanning materials being shipped to Canada. Some members of the trade give as a reason that there is a marked shortage thereof in the United States, and, with the tremendous amount of leather equipment required, they are likely to need their entire output.

Others are of the opinion that the present action of the board is to curtail the production of leather by Canadian tanners who have been exporting large quantities of their product to the United States market. Whatever the reason may be, the fact remains that many tanners of upper and sole leather in Canada may be forced to close down before very long, owing to the inability to secure the necessary extracts and tanning materials.

As far as the future of the leather market is con-

cerned, there are so many unforeseen conditions that may arise that no one can predict just what turn things will take. One thing which every manufacturer of leather realizes, however, is that it is more difficult each week to maintain the output of his plant anywhere near to what it should be if labor, material, and conditions were normal. Therefore, it seems to us that the far-seeing buyer of leather would do well to anticipate his requirements for the next six months in advance.

Mr. J. Daoust, president of Daoust, Lalonde & Co., Ltd., shoe manufacturers and tanners, Montreal, also emphasized the scarcity of tanning materials during a recent interview with our Montreal representative. He said:

The United States has prevented tanning materials, especially quebracho extracts, fat liquors, greases, chemicals, etc., from coming into Canada without license, which is practically impossible to obtain. In consequence, tanners have had to reduce their output, and are not big buyers of hides, as they cannot get tanning materials, which they have to obtain from the United States. This has caused an accumulation of hides in this country, and will also result in a scarcity of leather when the demand comes.

As soon as the demand starts, and as soon as the embargo in the United States is lifted, tanners will be in the market for hides, and I would not be surprised to see the dealers asking and getting higher prices, because they have lost money on some of their latest transactions in realizing on the stock they possessed. In my opinion, shoe manufacturers will not buy leather as cheap as they expect, because tanners will not be able, on account of the high prices of tanning materials of all kinds, to sell their leather very cheap, although tanners may have been able to secure a few lots of hides from dealers at reduced rates, but not enough to make a stock that is worth while. I do not know of any tanners who have a large stock of hides on hand, and we are right in the season of poor hides, with tanners not anxious to purchase. These are the reasons why hides are now a little cheaper.

As soon as the embargo by England on leather and shoes is raised, which we may expect at any time, as Europe is very short of leather and shoes, there is no doubt that the common law of supply and demand will have its natural effect to put up prices.

Shoe merchants should not worry over their stocks and sacrifice goods at reduced prices, as they will not be able, in my view, to replace the same goods at lower quotations.

There are several factors to keep up prices of shoes to a high point. Even if leather should be a little cheaper, it must be remembered that cottons, threads, nails, and other supplies going into the making of shoes have risen very considerably and are still going up. These increases will offset any reductions that might be made in the price of leather. Then wages, on account of the high cost of living, have advanced, which is another factor in keeping up the value of shoes. All these circumstances point to a maintenance of present prices. The outlook is that there will not be any material reduction, but, on the other hand, I do not look for a further advance.

No Cause for Optimism or Pessimism

The following opinion applying especially to the footwear end of the industry, is also of considerable interest. It is given by a large Ontario tanning concern, who say:

From what we can judge, there is a fair business

being done in leather with the shoe manufacturers, but there is no great life in the trade. The weakness in the poorer classes of hides has, no doubt, been reflected in the continued curtailed purchases of shoes, which, in turn, reflect on the buying of leather by the manufacturers.

In our opinion we do not think that present values will be any lower, and we are confident that when the better class hides are available prices will advance to quite an extent. There is nothing in the situation, however, to warrant one feeling very optimistic; on the other hand, there is nothing we can see to make one pessimistic.

As we said before, there is a good, steady trade moving, and, in the aggregate, quite a lot of business is being done. Speculation, of course, is entirely absent, and we do not know but what this is a good thing and a blessing in disguise.

Summing up, we can only state that, with the prospect of quite an increase in acreage and very little assurance that the war will end this year, it means that the farmer will continue to get high prices for the products of his soil, and we, therefore, look for a fair demand for boots and shoes at good prices this fall and next spring, unless something unforeseen alters the buying power of the public, which is very unlikely the way conditions are at present.



Black Kid Vamp, gray duck upper, 18 8 Cuban heel. Perforations in various styles; 9-in. top.—Clark Bros., St. Stephen, N.B.

Miner Rubbers

The Miner Rubber Company, Montreal, have issued a very attractive series of folders, which have been mailed to retailers during the past few weeks, illustrating and describing some of the Miner brands of rubbers and rubber footwear. The Miner slogan is, "He profits most who serves best."

Producing Plenteous Patriotic Potatoes

If You Have No Experience Use Intelligence—What One Family Did
Last Summer—Willing to Try Again*

[Little apology is necessary in these days of threatened starvation for the reproduction of an article which describes in detail last summer's farming operations of a family whose lack of experience was only offset by an insistent enthusiasm to help by "producing." That this family was able to keep such close watch on expenditures and, at the same time, show a balance on the right side is encouragement for all of us to try and do equally well. With another hour of daylight added to the end of every day this summer, there should be such a patriotic response to the Food Controller's appeal as will be a real factor in providing our tables with necessities during the coming winter.—Editor.]

A GAIN the call is going forth over the land for back yard gardens and vacant lot potato patches, and it behooves all who "have ears to hear" to respond with all their might, for the need promises to be far greater than we have yet had cause to know.

It is to be feared, however, that the experiences of many amateur growers last season were such as to discourage them from again making the efforts which it is even more necessary to put forth this year. Many, indeed, were the clubs, groups, and individuals who tried to grow potatoes, for example, that had to go down in their pockets in the fall to make up deficits in the expenses, and, even after that, had to go out and buy potatoes to supplement their store for the winter. Such may feel timid about renewing their endeavors, yet we must hope that many will, notwithstanding, "gird up the loins of their mind" and, profiting by the experience gained, seek, this coming season, to obtain results which, if not financially gratifying, will at all events increase materially our country's food supply.

The following actual experience may serve a good purpose in causing some willing souls to feel that, in spite of difficulties and discouragements, a faithful, determined effort to grow potatoes this season may be well worth while.

Last spring, when our two boys came home from school and said they had been asked to sign cards for farm service during the summer, to assist the national food production, their father and I talked the matter over with a view to deciding how best we might, as a family, "do our bit."

Our boys were hardly large and strong enough to go out on a farm, but, as several acres of good farm land lay in the vicinity of our summer cottage, we were hopeful some arrangement could be made that would give them an opportunity to do all they were able. Accordingly, I communicated with the gentleman who owned and farmed these lands, with the result that he made me the following proposition: He would place at our service a field about five-eighths of an acre in size, which had been plowed and manured in the fall. This he would plant with seed provided by us, and would do the first two scufflings of the potatoes. After this we were to take charge of the field, hoe, spray, and give all attention. When the time of harvest should come, we

were to furnish a man to assist in gathering the crop, and the potatoes were to be equally shared between us.

Upon our assent to this proposal the purchase was made of seven bags of seed potatoes, at a cost of \$30. At the amount of this initial outlay one was naturally seized with misgivings, but as profits were not to be considered when one was aiming at helping his country, we took a deep breath and looked forward to the next chapter.

About the end of June the scuffling was done, and the field was turned over to the tender mercies and united labors of the greenhorn farmers. Our inexperience was somewhat fortified by the presence in the household of a strong young woman who had been brought up on a farm and who was glad to put her heart and energy into the family patriotic effort—thus our field force consisted of two women and two young boys.

And now the fun began—first, with the bugs. One might aptly parody the poet's words thus:

"Where did you come from, buggy, dear?
Out of the everywhere into the here."

They seemed to come literally from everywhere, and in unending numbers. We were apprised to pick every leaf as fast as the small orange-colored colonies of eggs appeared, but those enterprising little creatures hustled from plant to plant, laying their eggs faster than a human could appear to keep up with them, try hard as possible.

Over and over the field we went with our little jars and pails, picking leaves and bugs, but all effort seemed fruitless in diminishing the numerous progeny that began to hatch out of those industriously and surreptitiously-laid eggs. Soon the larvae began crawling over our precious leaves—all sizes, from tiny black or maroon beads to larger handsome rose and coral-tinted beasts, with black streaks and spots. Never was so much unappreciated beauty! Their constant reinforcements made one think them of Hun origin.

To combat them now required the aid of Paris green, and yet more Paris green. Gleefully, at the end of a hard day's spraying, we went to our beds thinking the foe was conquered, but, visiting the field a day or two after, behold the hordes again in full force!

The hoeing and hilling now of necessity took first place, and only those who have hoed potatoes in a burning sun can realize all that this experience covers. However, this work could not last forever, and the bugs were finally reduced sufficiently so that we felt the time was at hand when we could sit back and watch our potatoes grow with full satisfaction in our fine, clean field, when a bomb dropped in our midst in the shape of a warning for "blight." What! lose our potato crop now after all these weeks of work? No, indeed. We made anxious enquiries in all likely directions, sent for the Agricultural Farm bulletins and studied them over night, saw what was before us, and plunged in. Blue stone and lime, lime and blue stone, mixed as conscientiously as a Christmas pudding, with a measure of lead arsenate or Paris green, as the case might be, for any remaining predatory bugs. Up the

*By the mother of the family.

steep bank from the lake were carried gallons and gallons of water, and again the potato patch was the scene of renewed activity. The plants were growing large and full foliated now, and progress was slow. Never did 333 foot rows seem so long; never were boots and trousers and skirts so drenched and discolored, or hands so rough and stained!

But at last the third spraying was accomplished (it was all our summer time allowed for, though the bulletins urged five or six), and we resigned our precious field to the further vicissitudes of the season, with the earnest hope that what was under the ground would turn out as fine as what was on top, for it would have been hard to find a goodlier sight than those clean rows of healthy green potato plants, so vigorous still in September that it was plain they would require Jack Frost to lay them low.

And now for the final chapter. Was our potato-growing a success or a failure? You shall judge.

Our share of the crop was 52 bags, and our accounts stood as follows:

Cost seed	\$30.00
Paris green and Bordeaux	19.45
Bags at 10 cents each	5.20
Assistance digging	3.00
Freight	8.00
Railway fares re planting and harvesting	9.25
Total	\$74.90

We sold potatoes to various neighbors to the amount of \$60—the boys delivering same—and had 12 bags left for ourselves, which, reckoned at the average price we received according to the market, about \$1.50, would make our total assets \$78, giving a cash profit of \$3.10.

Our colleague, of course, had the same value in potatoes, while his expenses—a list of which he kindly sent in response to my request—stood as follows.

Rent land	\$ 2.00
Plowing twice	4.00
Scuffling twice	4.00
Digging with horses, 2½ days	10.00
Picking by men, 2½ days at \$2.75	12.50
Cartage of potatoes	2.00
Manure, 12 loads	15.00
Total	\$49.50

As the potatoes were worth more in the city than in the country, the farmer could have shipped his 52 bags, as we did, to be sold in the city, in which case he would have as additional expenses:

Cost bags	\$ 5.20
Freight	8.00
Brokerage	7.80
Total	\$21.00

thus making his total possible expenses \$70.50.

The sum of our expenses then would approximate \$145.40, while the value of our potatoes at the average price of \$1.50 per bag—which could easily have been realized for the whole had our desire been to sell the entire crop—would amount to \$156, giving a total profit on the whole crop of \$10.60.

This represents only our cash profit on less than five-eighths of an acre of land, in a year when expenses for seed and pest prevention ran unusually high.

Had the market not been so uncertain, owing to rumored action of the food controller in fixing prices,

we would not have hurried the sale of our potatoes, and in another fortnight could have realized from 50 to 75 cents per bag more for them than we did, which would have meant a very fair margin of profit.

Though under existing circumstances our gain was not so evident in dollars and cents, who can estimate the triumph and satisfaction accruing from having, as novices, produced potatoes at the rate of 250 bushels or more to the acre—and such potatoes!—large, mealy, and delicious in flavor! We had been given all manner of advice during our summer work. Some people maintained that we should let the bugs eat our tops, as the growth would be better below; some deprecated the expense of spraying for blight; some thought we spent too much time and strength hoeing and hilling. No doubt some pains might have been spared on the bugs had we previously known just the psychological moment when they might all have been finished with one or two fell swoops of the Paris green can; also familiarity with the business might have saved some time and expense on the spraying process; but otherwise I cannot but feel that the results justified our conscientious and persistent endeavors, and, in spite of small monetary profits, our efforts were well repaid. Isn't it worth something to be told that our field was kept so free of weeds that it is worth twice as much for grain this coming season? And isn't it worth something to have the head of the family, who always refused potatoes, pass his plate for a second helping? How gratifying to be able to say, when entertaining friends at dinner, "These are some of our own potatoes you are eating," and to hear the reply, "They are delicious! How fortunate you are to have them! We have hardly been able to buy a decent potato all winter." Then, of course, there are to be considered all the benefits of increased health and strength and the gaining of useful experience, not to mention the moral value of doing "our bit." Greatest of all, however, is the satisfaction of realizing that we held our trenches against invading foes, and, in spite of bugs and blight, succeeded in contributing 104 bags of first-class potatoes to the nation's food supply.

The cost of experience is often a trivial matter when you stop to figure out its value to you.

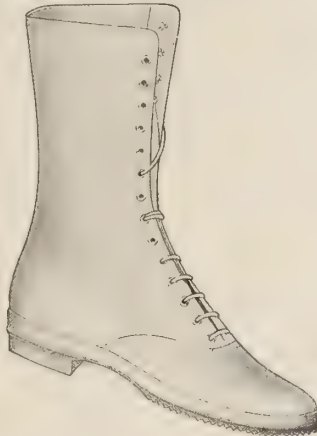


The Greb Shoe Company's "Universal" model. A specially good shoe for farm and garden work. Tops in various heights. Blucher, dirt excluder bellows tongue. Standard screw fastened heavy single sole and slip, sewed edge and waterproof finished bottom.

Rubber Goods for Summer and Fall



Betty—White Barefoot Sandal—Misses and Children—Miner Rubber Company.



Hylace—White Canvas and Rubber. Pneumatic Heel. Women and Misses—Miner Rubber Co.



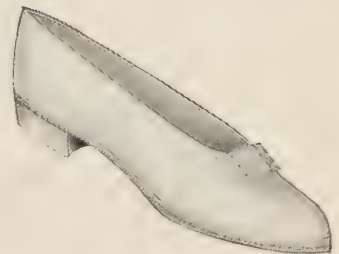
The "Favorite"—Palm Beach top. White toe cap. White corrugated sole and heel. Misses and Children—Canadian Consolidated Rubber Company.



Styles to fit all lasts—Independent Rubber Company.



"Workman"—Heavy duck, solid red sole and heel. Men's sizes—Canadian Consolidated Rubber Co.



Brighton—White Canvas and Rubber. Kid insole. Pneumatic Heel. Women's sizes—Miner Rubber Co.



The Winter Favorite—Independent Rubber Company.



Staple Product of Kaufman Rubber Company.



High Cut White Duck, Leather Insole, Rubber Heel. Women's, Misses' and Child's sizes—Canadian Consolidated Rubber Co.



Defies all weathers—Independent Rubber Company.

Advertising for the Small Shoe Merchant

Address by Mr. C. E. A. Holmes, Editor of "Publicity," before the Boot and Shoe Section, Retail Merchants' Association of Canada, Montreal

IT is idle to tell business men that advertising is the greatest creative power in business. They are all well convinced of that. Practically all shoe dealers who have made a success of their business and who are to-day at the head of the trade owe their success, at least partly, to the judicious use of printer's ink.

It is not to them that I wish to sermonize about advertising, it is to the small dealer whose store is not situated on the main thoroughfares and who is convinced that he cannot afford to advertise.

To him I will say that Bradstreet's are authority for the statement that 84 per cent. of the failures in the shoe business were of non-advertising merchants. This fact alone ought to make him think.

Leaves it to the Big Fellow

The trouble with the dealer "who cannot afford to advertise" is that he lacks comprehension of what advertising is in the broader sense. He sees the well set-up ad. and well illustrated advertisements of the department store or the big shoe store, offering leaders galore and he throws up the sponge and decides to sit tightly back of his counter and trust to luck to get whatever business from his locality does not go to the big store down-town.

There isn't a business, from selling peanuts on a street corner to running a million-dollar corporation, that cannot be improved by advertising.

It is a rule of successful business that every store should devote from one to one and a half per cent. of their annual sales to some form of advertising—I say "some form" advisedly, because most small dealers cannot conceive advertising except as that done in newspapers. By advertising I mean in addition to newspapers, window displays, booklets, circulars, store signs, calendars, etc.

On an annual business of \$15,000, for instance, this basis gives \$150 to \$225 to be spent in some form of advertising.

Irregular Advertising Does Not Pay

The big department stores generally spend as much as 2½ to 5 per cent. of their annual sales in advertising. It is evident that if a larger percentage is spent the ratio of profit should increase correspondingly, providing you can keep up the larger advertising indefinitely—spasmodic advertising never pays. So it is better for the small dealer to decide what percentage of his last year's sales he will devote to advertising during the coming year, and spread out that appropriation so that it will cover the entire twelve months, and not be tempted by the arguments of the newspaper or printer's solicitor to depart from the rule he has made for himself at the beginning of his business year. Many small merchants have become big ones by strictly adhering to the policy of devoting a fixed percentage of their gross sales to advertising, and increasing this appropriation only as their sales-increase justifies it.

How to divide your advertising appropriation is

the next problem that faces you. First, of course, comes the question of store location. If your store is in a thinly populated district and you have no special inducement to offer that might convince people to go out of the beaten paths to come to your store—it might be advantageous for you to keep out of the newspapers since the majority of their circulation would be of no value to you. But if you are in a thickly populated district, even if it is suburban, it is up to you to find out what paper is read by most of the people you are drawing your trade from and devote a part, say half or three-fourths of your appropriation to newspaper advertising.

When you go into newspapers, you must not imagine that it is necessary for you to use large spaces for fear that your little advertisement will be lost in a newspaper carrying many large advertisements. You must remember that if this were true, it would follow that your little store, located in a city having many large stores, would also be lost. In most papers there is a certain class of small advertisements that attract attention entirely out of proportion to the space taken.

The reason is that the small dealer picks out one or two items—not more—describes them briefly and gives the price. No special wit or cleverness is shown, it is the simple everyday wisdom that the self-made merchant will put into the terse talk with his customer in his store.

Done in this way a small advertisement has a flavor of everyday sense that interests people. Many businesses that were small and obscure at the start have grown great and prosperous in this way.

Though I have placed newspaper advertising at the top of the list of advertising media in this study of advertising for the small dealer, I have done so merely because when advertising is mentioned the average dealer's mind turns first and above all to newspapers. As a matter of fact the man with a small amount of money to spend in advertising must begin his advertising with the individual consumer and end with general publicity—he cannot afford, at the very beginning, the broadcast appeals to the public, he must concentrate his efforts on specific classes and the method that enables him to do this is direct advertising.

Direct Advertising

This should come first because it reaches individuals who can be carefully selected, consequently it is the most economical form of advertising for the small dealer. The first step in conducting a direct advertising campaign is the preparation of a mailing list. The mailing list is as much a vital part of the average business as a set of books for accounts. It represents great possibilities of business expansion at a small expense. There are many ways of starting a mailing list, and no single plan can be considered the best for all businesses. A correct start is essential and exactness and care necessary as long as the list is a live one.

A very common, yet excellent method of beginning

a mailing list is to compile names and addresses of those customers to whom you have delivered goods during the year; possibly you have a few good charge accounts and your books can supply quite a few names to add to your list. A few minutes' thought may also allow you to recall to mind the names of some clients who are in the habit of buying from you on the cash and carry basis. From these various sources you can compile the nucleus of an excellent mailing list.

Card Index System Best

The next move is to secure a small index card system alphabetically arranged, and enter each name on a separate card. The card system is selected for its economy, its time-saving features and general advantages over all other means of keeping a list. You can add a name in proper alphabetical order or change an address without interfering in any way with other names. This you could not do with a list in a book or on loose sheets. The telephone book will supply other names of people in your vicinity who might buy from you. The city directory will help you locate the initials or addresses of customers who buy from you and whose exact names and addresses you do not remember.

Then there are the local clubs and societies in all localities, social, political and religious societies whose members live in your vicinity. With a little treat or possibly a little "tip" you can secure from the secretaries of these various associations the names and addresses of their fellow members and add to your list quite a large number of names of prospective customers for the goods you sell.

Keep Adding to the List

Of course you can add a name or two to your list almost every day if you will make it your business to secure the name and address of those casual customers who drop into your store and who have not bought from you before. It is an easy matter to secure a customer's address without objection on his part if you tell him that you desire his address to send a calendar or some small novelty during the year. Once your list is properly arranged, you must guard it carefully, in fact, it should be under lock and key and under no circumstances be loaned or permitted to be taken from the office. Once your list is in shape you must keep it in a healthy active state. It is not hard to keep it running. There are many spare moments almost every work day during which you can attend to keeping the classification in up-to-moment form.

Of course, a mailing list is of no use unless it is put to work—and you should take advantage of every opportunity to address the people on your list, to send them announcements of the arrival of new goods, of the sale you are organizing, etc. People appreciate being addressed individually once in a while. They appreciate "advance information," and will be in your store choosing their purchase long before your competitor knows what brought them there.

Keep at it Systematically

But you must use your mailing list systematically. To fire off a single volley of circulars and then quit the field is poor business. The merchant should be prepared to keep up his direct advertising continuously. The results from advertising of any sort are usually cumulative, they may not be evident at once, but when the advertising is kept up persistently, they will ultimately make themselves felt in the shape of

a steadily growing business. If your appropriation is small you can content yourself with sending out a circular letter, in fac-simile type-writing, say four times a year, at fixed periods.

A letter of this sort should take as nearly as possible the form of a personal talk to the customer regarding seasonable offerings—goods that are essentially timely or exceptional bargains. A concise, catchy discussion of the goods, the advisability of purchasing at once, the exceptional value and the price. The whole range of seasonable goods can be covered in a sensible letter—though it would be advisable to "play up" two or three special lines, and make mere passing reference to the others.

Printed Matter Helps, Too

The advertiser with a small appropriation can help out his circular letter by adding well gotten-up printed matter that will cost him absolutely nothing, if he is wise enough to take advantage of the "dealer helps" most manufacturers get up for the benefit of the retail trade.

Whenever a dealer buys specialties, such as rubbers, shoe polish, laces, etc., he should insist that the manufacturer supply him with small circulars featuring these specialties. In the majority of cases, the manufacturers will have such circulars in stock and will be only too pleased to send a liberal supply to the dealer live enough to distribute them judiciously. It is an easy matter to include with the circular letter which forms the backbone of the merchant's direct campaign a few little booklets or inserts, on which the dealer can rubber-stamp his name and address. These circulars, generally well-gotten up, while not adding to the postage bill will help to bring returns. Most manufacturers and wholesalers are glad to furnish material suitable for inserts, but the retailers, too often only make a perfunctory effort at distributing this material, and most of it finds its way to the cellar furnace—and the cellar furnace does not wear shoes or buy footwear sundries! The merchant who is in close touch with his field should know where to place this material to the best advantage. He will after all, secure some benefit from this advertising, even if the manufacturers get the greater part.

Booklets at Special Seasons

If his appropriation permits, the retailer can also issue at low cost, a small booklet at Easter time and in October or November. Manufacturers will supply the necessary cuts, and if a few additional cuts are needed they can be secured for 50c or 75c each from any of the many engraving syndicates whose business it is to supply stock cuts.

The writing of letters and circulars may embarrass the small dealer, and, of course, he cannot afford to hire a man with special training for advertisement writing. The sole reason why you think you cannot write your own ads. is because you are under the mistaken impression that good ad-writing consists of using sparkling language. Get that idea out of your head. Imaginative sentences that have literary finish do more harm in an advertisement than they do good. They amuse or interest the public in the writer, but they do not interest the people in the goods the writer is trying to sell.

There are three ways in which a person can be induced to interest himself in an article of merchandise, assuming that it is some staple he would like to possess. The first, to suggest to him that the article is

Merchandising for the Small Town Retailer

Following the above paper on "Advertising in the Small Town," Mr. C. A. Baumgart, at the same convention, gave a little talk on merchandising in the small town. He made a point of the fact that the day of the freak advertisement as a business-getter is past. He read a number of ads. from country newspapers by way of illustrating his contention. One displayed in big type across half a page of the typical "small time" weekly the words, "Wanted, a Wife—Any Old Thing Will Do," followed by a grocery store ad. in which no prices were noted.

"The public, whether in the country or the city," said the speaker, "read the advertising columns of the papers seeking real information in which salient points of merchandise, and especially the price at which it may be obtained, at a certain store, figure in the ad. copy. A merchant may get a lot of fun himself out of a fool ad., but the people he is paying good money to reach fail to get the information they want."

Low Shoe Day

Special emphasis was placed by the speaker on the introduction of a resolution for a "low cut shoe day" throughout the State of Iowa to be an annual summer merchandising feature, and fixing the first Sunday in May of each year as the day marking the advent of the summer season and sounding the exit of high shoes, much as has been the custom with straw hats. It was pointed out that such a move would not only be patriotic and a war-time help, but a business-getter and stimulator. Special seasons can be made very profitably by small town retailers.

Selling Plans Create More Business

"It seems to me," he said, "it is about time for us as an association to put over some selling plans that will help create more business, not only for one town, but for every town in the state. We have done good work—yes, wonderful work—in the matter of telling and showing each other how to make a greater profit, how to get a bigger turn-over out of our stock by adopting certain stock records and certain buying systems, all of which are necessary and helpful, but now let us get together and put over some plans for procuring more business.

Real Opportunities Between March and June

"We have four real good opportunities to get more business if we plan and arrange the months from March to June properly. First, should be the spring opening display; second, the Easter campaign; third, low shoe time; and, fourth, the white shoe season.

"Spring opening is the time when all merchants should unite their efforts in a spring campaign—the clothier, the milliner, the women's 'ready-to-wear' dealer, and, essential to make a spring display complete, the shoe man. Then comes Easter, and I do not have to go into the details of Easter, as we all know it is the one big event of the spring selling season. At this time you sell high shoes, fancy boots, some pumps and low shoes, but mostly fancy boots, but after Easter and about the latter part of April or early in May comes what ought to be nationally known by the shoe trade as Official Low Shoe Day—a day which should be impressed on the public as the time for everyone to put on low shoes. This day should be late enough so that weather conditions are in accord with the day, and men as well as women can wear low shoes without injury to their health. This date should be pushed in every town at the same time. It is up to our organization to put this over, and that is why I want to put it before our organization.

Official Low Shoe Day

Low shoe day should be so advertised and pushed with such determination that every man, woman, and child must wear low cuts. Do you think the clothing man would lose such an opportunity on straw hats? You bet he would not. He knows that every time he sells a straw hat he sells just one more hat to a man than he would if style said, 'Felt hats are all right this summer.' You know what straw hat time means to you. You trot down to your clothier and buy one, unless you are an old fossil, and that's just the way Mr. Clothier and everyone else should feel about low shoes. And the time to put this thing over is right now, because, in the first place, every one of us, as good, true shoe men, are obliged to do so. Our national association pledged itself to push low shoes as a leather conservation proposition and a war-time necessity, and I say that every shoe dealer should do so as a business necessity, so that he will sell more pairs. I think there never was such an opportunity for the shoe men to do their bit, for by selling low shoes you help conserve leather and at the same time increase your business.

"How many repairers can tell you which way the grain of leather runs?" asked a repairman the other day. "To comb your hair in an unnatural way will make your head sore; the same is true of leather as it is skin and should be put on so that the hair (if it was on) would lie down with the pull of the step; then you get nearly twice the amount of wear."



Greb Shoe Company Have Issued an Attractive Catalogue

New Home of Rannard No. 2 Store

RANNARD'S No. 2 store is bigger and more modern as the result of the fire. The front view herewith shows the two large show windows with the entrance door in the centre, and attractive blind with the "Rannard Shoe" label, as known to many by the customary stamp on the shoes and carton labels. The windows are nearly 12 feet from the front of the street to the door entrance, with a depth of about 4 feet. The backs of the windows are finished in golden oak, so as to add to the display features of the shoes and fixtures. These windows are lit by forty 100 c.p. nitrogen lamps. This effect is noticeable by the brightness of the display, having been taken at night. The valance at the top of the windows are fawn color, with bordering and fancy work in dark brown, with the Rannard monogram neatly worked out. The Easter Lilies shown in the centre lend an appropriate touch to that season. The four miniature signs on the floor of the windows add to the whole effect of simplicity. The large display sign at the top covers the entire width of the whole store, viz., 20 feet, and is so attractive as to arrest the attention of the throngs that traverse this highway during the day and evening. This temporary sign will shortly be replaced by a very fine electric sign.

Interior

The interior view attracts the customer's attention on entering the store. The general layout has been splendidly arranged, so as to afford ample accommodation for those entering and leaving the store by the two aisles on each side. These two aisles are covered by a long stair carpet, measuring 195 feet, so that customers from the time of entering the store, making purchases, and leaving, are always standing or walking on velvet pile. The new seating arrangement at once impresses one as being something novel and different. Upon entering the store one notices the attractive 6-ft. Milton mahogany showcase, with Vermont marble base, fitted with the latest electric and glass fixtures, which greatly enhances the general appearance of the premises.

The store measures 20 by 130 feet. The first and second sections at the front of the store are given over to the men's department. Eight chairs face on a beautiful 9 x 12 Wilton rug, giving a handsome and luxurious effect. This provides 16 chairs to the men's department, but can be increased to 20 at pleasure. Then comes the telephone desk, wrapping counter, parcel, shelving, and cash register, where all that branch of the work is taken care of. The next three sections are given over to the women's and children's departments, where the same effect is carried out, giving a seating capacity of 24 chairs. At the far end is the children's department, where there are 5 and 6 ft. oaks settees, providing ample accommodation for that department.

At the end of the left-hand side, directly opposite the camera, is a large bevel mirror, 5 ft. high by 3 ft. in width, which greatly adds to the appearance of the store, and hides the shoe shine parlor. The lady patron, however, while occupying that department, has a full view of the whole premises.

The shelving is carefully spaced so as to hold the standard size men's cartons, measuring 12½ in. x 6¼

in. x 4¼ in., with a capacity of 2,309 cartons; women's standard size cartons measuring 11½ in. x 5½ in. x 3½ in., with a capacity of 4,991 cartons; misses' measuring 10 in. x 5¼ in. x 3¼ in.; girls' measuring 8 in. x 5¼ in. x 3 in.; child's measuring 7¼ in. x 4¾ in. x 2½ in., and infants' measuring 6½ in. x 4¼ in. x 2¼ in., with a capacity of 1,867 cartons, with a total

Newest Spring Styles For Men at the Rannard Stores



"Quality"



A FAIR RETAIL PRICE can be considered, giving the merchant a reasonable return of his investment, based on lowest possible cost, and doing business commensurate with a service demanded by the public.

IN TIMES LIKE THE PRESENT when productive costs are steadily advancing, Rannard customers are particularly favored by the firm's pricing principle. Profits are never taken in excess of the fair margin established, and are never pyramided when retail prices must be advanced.

THIS IS THE BUSINESS STANDARD that has gained for the Rannard Shoe Limited the confidence of the public, and built up a great business, distributing only dependable footwear for men, women and children.

Appearance

Comfort

Service

Price

Shop Early in Mornings if Possible

RANNARD SHOE LTD.

No. 1 STORE—536 MAIN STREET

No. 2 STORE—313 PORTAGE AVE.

No. 3 STORE—273 PORTAGE AVE.



The Rannard Stores Are Well Advertised

capacity for the whole store of 9,167 cartons. The shelving is so arranged as to eliminate objectionable ladders and balconies. The walls above the fixtures are decorated in panel effect, the centres of which are colored in light grey tints, with blue flowers and leaves, giving a soft tone, and simplicity to the general effect. The eight 100 c.p. nitrogen lamps light up the store admirably lending a brilliant effect. The metal ceiling, which is painted white, also adds light to the whole store. The office is elevated at the extreme end of the store, very nicely hidden by delicate curtains, blending harmoniously with the other furnishings of the store.

C. F. Rannard, president, stated that it is the intention of the firm to add floral decorations, and a few appropriate signs designating the various departments, above the fixtures, as soon as possible.

Some store fronts are so badly in need of a coat of paint that they shout a continual message: "Abandon hope all ye who enter here."

Rannard's New Store is a Model

Well Designed, Artistically Decorated, Fully Stocked—A Service
the Citizens of Winnipeg Appreciate



Exterior of New No. 2 Rannard Store, Winnipeg. Photo taken at night.
Windows lighted by forty 100-c.p. nitrogen lamps



Mr. Charles F. Rannard, President and General Manager, Rannard Shoe Co., Winnipeg. It is typical of Mr. Rannard's business habits that out of the ashes of his old No. 2, in record time, has risen a bigger and better store for serving the people.



Mr. M. A. Cafferty, sales manager, Rannard Shoe Company's No. 2 Store. Mr. Cafferty is a shrewd buyer and business builder. He came from Ireland 12 years ago and has been in the Rannard firm eight years.



Interior View, Rannard's No. 2 Store—Separate departments for men, women and children.
Store measurement, 20 x 130 feet.

War's Effect on the Canadian Shoe Industry^{*}

When war was declared in August of 1914, the shoe business as a whole was not in a flourishing state. This condition, however, was merely sympathetic with that existing in practically all other lines of commerce due to the reaction after the boom period of 1912-13. For some time after the opening of war, there was little improvement, but in the spring of 1915 came a change; retailers along with manufacturers commenced to buy more heavily than usual in anticipation of a shortage in supplies, and for a year and a half buying continued on a heavy scale. That there was foundation for the belief that supplies would be short there can be no doubt, but at the same time, had it not been for the wonderful impetus given to business by reason of the enormous amount of money spent in this country for munitions, and for food supplies, many retailers would have found it extremely difficult to finance. Exceptional crops in 1916 to some extent were responsible for the prosperity which existed, and the higher prices secured for the crops of 1916 caused the pockets of our farmers to be better lined than ever. The situation though, in the early part of 1917, commenced to change by reason of the government propaganda instituted and carried out to make the people save their surplus cash and to invest same in government securities. As a result, during the past six months a spirit of caution has pervaded the shoe business, and we find that purchases in many lines have been on a more restricted scale.

In no spirit of complaint, I may say that the unfortunate part of the shoe business during the past three years has been the constant uncertainty as to the immediate future. This probably could not have been otherwise, but with conscription at all times looming before the retailer and manufacturer, both have felt the need for a conservative attitude in placing orders for requirements. A most troublesome feature has been the question of supplies, and to this has been added the difficulty in regard to labor supply as well as the problem of transportation. By all concerned, however, there has been exercised a spirit of tolerance which will undoubtedly go a long way to cement the good feeling between one another. At the same time, it is unfortunate that many consumers fail to realize that his own troubles, due to the war, have also arisen in the shoe business, and therein frequently are magnified. We find the farmer entering a retail shoe establishment and bitterly complaining because the shoes which he bought months previous have advanced in price. He does not seem to take into consideration that the leather which enters into the manufacture of shoes, has come from the backs of the cattle which he has raised and sold at prices much advanced over those paid for the same cattle only shortly before.

Shoe Retailers' Patriotic Spirit

I mention this merely to illustrate a concrete example of the lack of tolerance on the part of some consumers, and in justice to the retailer, I may say that at no time has he received anything like he should in returns from profits on his stock. Considering the risk involved the shoe retailer has probably found it more difficult to do business than has any other class

of merchant, and during the past few years my own investigation has proven to me that the shoe retailer has displayed a most patriotic spirit, filling a niche in the business life of the community with very little thanks. This may be by the way, but I mention it because from now on, the consumer should co-operate with the shoe retailer just as the shoe retailer will have to co-operate with the manufacturer.

No one can safely say what the future may bring forth, but with sources of supply being gradually cut off during the past three years, we find ourselves without the opportunity to get leather and other materials needed in the manufacture of shoes. India and Russia are, so far as the shoe manufacturer is concerned, non-existent, and it was from these two countries that our supply of kid and calf leathers were obtained in past years. The shortage of steel makes it harder than ever to get the necessary nails and other articles used, which are made from that metal. Cotton and wood used in the linings and uppers of shoes are very high in price, and orders for same are not filled with anything like despatch.

As to leather, it goes without saying that the supply of cattle is rapidly decreasing, due to the high cost of feed and other causes, and more people would do well to realize that leather, which is a most important article in the making of shoes, is a by-product. As to substitutes, during the past three years many manufacturers have seen fit with varying success to use certain substitutes, particularly for the soles, counters and toe boxes. Should the war continue, the manufacturer will undoubtedly be compelled to use more of these substitutes, and doubtless same with the increasing demand will become perfected.

Old Methods Must be Abolished

The experience gained during the past three years leads to the conclusion that old methods will have to be abolished in the shoe business. Dealers will find it necessary to purchase their requirements on a more intelligent basis. Instead of purchasing in small quantities in each line which they may order, they will have to bulk their sizes so as to permit the manufacturer in turn to conduct his business in a better way. Only by so doing can factory costs be kept at a reasonable level and factory output maintained more nearly normal. Unfortunately, the necessity for this change in policy will be more readily grasped by the retailer than the consumer. Granting the desirability of a certain amount of changing styles in order to stimulate business, it is unreasonable for a retailer to expect the co-operation of the manufacturer under present circumstances, tolerating the fickle taste of a few consumers whose desire for originality blinds them to the necessity for conservation in this trying period.

Industry Needs Support

The shoe industry in Canada is still in its infancy. It needs and it deserves the patriotic protection of the government and the people, because it has been operated under conditions which have called for the keenest sort of business intelligence. That it has progressed to its present important position in this country, is due to the optimism of the pioneers who have

^{*}By G. A. Slater, in "Industrial Canada."

built plants in some cases in excess of even the normal requirements of the Dominion.

I am sure I speak for the manufacturers and retailers of shoes when I say that we look forward with confidence to the future of our industry even though the war continues for some time to come. We will no doubt be called on to exert greater efforts consistent in their direction with the requirements of the country during a period calling for conservation of money and resources.

The Value of In-Stock Departments

DISCUSSING the subject of in-stock departments, a Montreal shoe manufacturer expressed scepticism as to whether they are a success. "I know," he said, "that they have proved a fiasco in the United States. If it were a question of keeping staple lines alone, I am of opinion that such a department would be of value, but, unfortunately, particularly in women's lines, we are subject to many variations in style. The result is that we cannot stock the many lines which are wanted; and, if retailers only purchase from hand to mouth, they have necessarily to wait until the goods are manufactured. Makers cannot be expected to carry heavy stocks of goods—I am not speaking of staples—on the chance of their being required. It is therefore essential that retailers give fairly large orders to ensure something like prompt delivery. Under present conditions, with

help very scarce, we have, even with a moderate turnover, enough to keep us busy during the seasons. Moreover, as manufacturers, we endeavor to have our operations as continuous as possible, and where retailers split up their orders into small quantities, it is calculated to upset that continuity to which I refer. We do not like to be very busy at one period and very slack at another. I know that there are those who do not agree with this view, and that the subject is a debatable one."

Rubber Soles

When you put on a new sole of rubber always insert a slip of leather sole first, so as to sustain the bottom and also bring about a better fastening of the rubber sole to the shoe. When directly set against the welt the bottom tends to cave in and no amount of leveling will ever make that distorted bottom flat as it should be. Remember that the flat bottom is wanted and not the rounded nor much less the depressed bottom. The weakness of the rubber sole fastening is at the shank part. All rubber sole shoes rip in the shank and the outsole seam is usually blamed for this deficiency when the real cause of the trouble, in the writer's opinion, is the lack of sufficient substance to hold the stitches solid to the welt strip. Some repairers seem to rely on the welt only and follow the rule, which is a correct one, of applying very little pressure on the sole.

The Open Boat

*"When this here War is done," says Dan, "and all the fightin's through,
There's some'll pal with Fritz again as they was used to do;
But **not me**," says Dan the sailor man, "**not me**," says he
"Lord knows its nippy in an open boat on winter nights at sea."*



*"When the last battle's lost an' won, an' won or lost the game,
There's some'll think no 'arm to drink with squareheads just the same;
But **not me**," says Dan the sailor-man, "an' if you ask me why—
Lord knows its thirsty in an open boat when the water-breaker's dry."*



*"When all the bloomin' mines is swep' an' ships are sunk no more,
There's some'll set them down to eat with Germans as before;
But **not me**," says Dan the sailor-man, "**not me**, for one—
Lord knows it's hungry in an open boat when the last biscuit's done."*



*"When peace is signed and treaties made an' trade begins again,
There's some'll shake a German's hand an' never see the stain;
But **not me**," says Dan the sailor-man, "**not me**, as God's on high—
Lord knows it's bitter in an open boat to see your shipmates die."*

Making More Money for the Repairer

Make Your Shop a "Quality" Shop—Do Not Disappoint Customers—Have Some Simple System of Book-keeping

AN interesting little booklet, entitled "More Money," has just been issued and distributed by the Trade Promotion Bureau of the National Leather and Shoe Finders' Association, St. Louis. It cannot be overlooked that the business of shoe repairing is to-day of nation-wide importance; nor can it be denied that in many directions there is considerable room for improvement. The remarks of the Trade Promotion Bureau are well worth reading and studying, with the ultimate desire of every repairer to profit by the suggestions offered:

Make Your Shop a Quality Shop

Every job you turn out should be a first-class job. No matter what price you get for the job, put first-class work into it. Talk quality to every customer. Use quality material. Quality jobs will demand the quality price. The public wants quality service; if you give it to them, they will come back for more. That is what you must work for—customers who want quality service. A cheap shop means long hours of labor, a poor living for the family, no provision for old age; it means failure in the fullest sense of the word. Work every day to improve your business. Never mind what the other fellow is doing. Stick to your problem.

Make Your Shop Attractive

Keep your floor, windows, furniture, and machinery clean. Insist upon your workmen keeping themselves neat and clean. Take lessons from other lines of business in your neighborhood. Where does the crowd go? Into the clean, well-lighted, inviting, attractive place, or into the dark, dingy, dirty place? Take the hint! Make your shop attractive.

Display the completed work you have done in your window. Put a neat card on every job and mark the price of the job on the card. Let the public see the kind of work you do, and let them see what you charge for quality work. If your work shows quality it will attract attention. You will be advertising, and advertising pays.

Put a neat sign on your show window or door. A good appearing shop and quality work will demand a good price. The customer is not thinking about the price. Why should you?

Provide a clean place for ladies and gentlemen to sit while in your shop. Let them see that you are offering them a comfortable, clean place to wait for the job you are doing for them.

Make Your Shop a Supply Depot

Don't confine your business to shoe repairing alone. Make your shop a supply depot. Carry a stock of those goods which every one of your customers uses. When you have completed his job of shoe repairing sell him his other needs. Every customer has them. He needs them to make his feet comfortable and to make his shoes look presentable. Your shoe findings jobber has all of these articles in stock. Invest a little in them and show them to your customers. There is a good profit in the sale of them, and profit is what you want and must have. Add a glass counter to your fixtures. Dis-

play these articles so your customers can see them while they wait. If they do not see them, call their attention to them. Tell them what they are for. They will be interested and they will buy them. You get the profit.

Your jobber or his salesman will tell you what to buy. They call on you for that purpose. Use your jobber and his salesman in every way you can to improve your business. They are your friends. They want to see you succeed. Let the people in your neighborhood know that you have these articles for sale. Advertise the fact. They may just as well buy these things from you as to get them at the grocery or drug store. Display them in your show window. They will bring customers into your shop to whom you can talk shoe repairing.

Use Salesmanship in Your Business

Greet your customer with a smile. Look your customer in the eye. He will think more of you. Talk to him about the kind of shoe he wears. Let him tell you his foot troubles. Then sell him something that will help him get rid of those troubles. If he wants a cheap job talk him into taking a good job. A cheap job may not bring him back; a good job will. Show him the difference between a cheap job and a good job; he will take the good job nine times out of ten. That is what you want—customers who want good work done all the time; it makes more business for you—and more business means more profit for you. Tell him about the economy there is in having a good job done; tell him how much longer his shoes will last if he buys a quality job.

Sell him as much as you can, both in shoe repairing and other articles which you carry in stock. Sell him good shoe repairing. Give him good service. This will make him a satisfied customer. That is what you must work for—satisfied customers. It takes brains to run a successful shoe repairing business. You have brains; use them. Let your customer know that you have them. He will have a higher opinion of you if you sell him something worth while.

Do Not Disappoint Your Customers

Make no promises you cannot keep. Your customers do not like to be disappointed. Have every job ready at the appointed time. When your customer orders a quality job use only the best materials. Finish your work in the best possible way you know how. Never turn out a botch job. Give your customer just what he orders and he will cheerfully pay for it and come back for more of the same treatment. If your customer brings in a pair of shoes on which you cannot do a good job, be frank with him. Tell him his shoes are in such bad shape that you cannot give him a good job. Then he won't be disappointed when the work is done.

Return the shoes to your customer looking as much as possible like a new pair. Show him that you can re-make his old shoes. It will encourage him to have more shoe repairing done later on; more shoe repairing is what you want. Satisfied customers is what you

must have; they will increase your business. Disappointed customers will hurt your business; they will go where they are not disappointed.

Teach Your Help How to Treat the Customer

There will be times when you will not be in your shop to wait on your customers personally. Your help will have to do this for you. Teach them to do business just as you would do it if you were there. Every business that is successful insists upon the help doing business the right way. Help that will not do business in the right way is a stumbling-block to the business. Much good trade can be turned away from your place if your help does not know how to properly treat the customer in your absence. The customer expects good

due. The little you might save on freight will not materially help your business, and overbuying may get you in bad with the jobbers, who want to treat you right.

And don't waste your time in buying. Too much time is spent by the average shoe repairer in "shopping around." The time lost in looking for bargains can be much better spent in turning out quality work in the shop. Some shoe repairers think they make most of their money in "buying right." They lose sight of the fact that the real money is made in turning out the work. Try it. Give more time to the work you turn out and less time to "shopping around," and watch the result. Your tools and machinery are constantly wearing out and must be replaced some day; your rent, light, heat, license and taxes must be paid; you are supporting a family, perhaps; you are getting older every day; your business must take care of all these things—watch your business closely.

Prospects for the repair man have never been better than they are right now. The high cost of shoes has made the public think of the economy of shoe repairing. Having shoes repaired right has brought home to the public the fact that there is comfort in



**GET OUT YOUR
OLD SHOES**

from the bottom of the closet. Sort a pair or so and, no matter how much worn they may appear to you, bring them here. They must be very bad indeed if we cannot repair them on our modern machines. They practically re-make the shoes. Give our service a trial. You'll find it a great saver of shoe expense.

**GOODYEAR SHOE
REPAIRING CO.**

Phone Sey. 5474. 623-5 PENDER STREET WEST.

And—Don't Forget to Advertise

treatment all the time; you should see to it that he gets it from your help as well as from yourself.

Educate your help to report what has happened during your absence. Perhaps a customer has gone away disappointed. You should know of it, so that you can remedy any mistakes that may have been made while you were not present. Instruct your help fully about your prices for different kinds of work. Insist upon them getting those prices on every job. If you are selling supplies, see that your help is thoroughly posted on the selling prices on them. Teach your help to be polite to your customers; they are your customers, not his. Keep good help; don't employ cheap help; cheap help will ruin your business quicker than anything else.

You should know every month what your business is doing for you. Keep a record book; keep your material in a way so you can easily "take stock" at the end of each month. Put down what it costs you each month for rent, light, heat, labor, license and taxes, and all other fixed expense. Make your business pay you a regular salary; put that down in your record.

Your business must bring you a profit every day; if it doesn't it is either not a good business or else you are not running it right. If you find that your business is not making money for you look until you find the leak; there will be a leak somewhere. Then stop up the leak. If you find that your business is simply paying the expenses it is not a good business; you must change your way of doing business so as to make it a good paying one. If your business is not a good paying one, improve your methods so as to make it so; you can do this if you keep an account of your business.

Do not overbuy—it always make it harder to meet your bills when due. If you watch your business closely you can easily tell just what you will need to properly run it. If you buy enough to last you for three months and have to pay for it in one month, it is easy to see you will not be able to meet your bill when



Mazda Last—Duchess
Calf Bal. Tan, Brown
and Black — E. T.
Wright Co.

having their old shoes repaired. The public is getting the habit of having their shoes repaired, but—

If the shoe repairer does not cinch this habit, which the public is acquiring right now, they will very soon lose the habit when shoe prices get back to a normal level.

Now! is the time to make the effort. Now! is the time to put your shop on a business basis. Now! is the time to make your shop clean and inviting. Now! is the time to produce quality jobs. Now! is the time to live up to your promises. Now! is the time to be polite to your customers. Now! is the time to take care of your credit. Now! is the time to watch your business closely. Now! is the time to make fair profits on your labor. The public is interested. Now! is the time to educate the public to have its shoes re-made.

Low Heels vs. High—Two Opinions

THE world is full of agitators, many of whom firmly believe that their mission on earth is the accomplishment of some radical reform in deportment, dress or manner of living. Even if they don't always succeed they have perhaps gained great satisfaction in spreading their gospel among a more or less unwilling public. Take for instance the matter of high heels and the repeated admonitions that we are rapidly becoming a race of cripples. Now the subject of high heels is in a considerable degree similar to doctors and rheumatism. Take one hundred doctors and stand them all in a row. Fifty will say there's no such thing as rheumatism and the other half will be instantly ready to attribute every ache and pain in the body to "rheumatism." The attitude of the medical profession towards high heels is much the same. Many doctors claim that high heels do no injury, and, in fact, are quite proper for certain kinds of feet. Others are quite emphatic in asserting that high heels are instruments of the devil and should never have been perpetrated on the human race.

Now there seems to be little sense or reason for the recent, frequent hysterical protestations against the high heel simply because certain women find them not suited to their type of foot. There are many who find the low heel only a source of discomfort and aggravation. A sudden transition from high heels to low would, of course, tend to produce some discomfort but the fact remains that a large proportion of women have no desire to adopt the low heel. A high heel on a poorly made boot may be blamed for resultant foot trouble when the cause is really in the shoe itself—a low heel on the same boot would not remedy matters.

As an instance of the diversity of opinion on this question two letters recently appeared in Toronto daily papers within a couple of days of each other. One woman roundly condemns the high heel; the other woman understands that certain types of feet are better suited with 2-inch heels than with low heels. In the selection of heels it is quite logical and proper that every woman should select the type of heel suitable to her foot, just as she would select a dress suit-



Chocolate Dongola "Mary Jane," Pillow Welt.
—Globe Shoe Ltd.

able in color and design, or a hat shaped so as to best bring out the features of her face. It is simply a matter of each woman using her own judgment—if she finds she cannot wear high heels let her wear low heels, but let us not condemn the high heel for the sole reason that some women cannot wear them. The claim that low heeled shoes cannot be purchased is rather bordering on the ridiculous. The following are the letters as clipped from the daily papers:

"It is certainly time some drastic measures were

taken to compel the manufacturers to make proper footwear.

"All common-sense women would hail with delight a reform in this line. It doesn't matter how sensible our ideas are on this subject or how many lectures from the medical standpoint we attend if we can't purchase a comfortable boot with a proper heel. This has been brought very forcibly to my attention the past week or so when I was going from one boot store to another in a vain search for my size with a heel which I considered correct to be used without injury to my feet. I finally gave it up and bought a



Globe Shoe Company's "Pillow Welt," Misses' Gun Metal Calf, High Cut Bal. Neat top.

pair in all respects comfortable without regard to the heel. I then took them to a working shoemaker to have the heels made over.

"What was my surprise to find his shop literally full of boots to be doctored for high heels, spool heels and every other kind of heel complaint. I was delighted to find there were so many others who objected to the heel now on sale. But only stop to think! In these days of big talk about waste and economy—all these new heels were going into the scrap heap, while we were not only paying big prices for our boots, but had to go to the added expense of a new heel before we could walk in our new boots. This is a distinct shame. What can we do about it? Is it because there are too many foolish women who like the high, spool heels that keep them on the market and make it impossible to boycott them?"

The Other Letter

"Seeing the discussion in the papers re high heels, I think it may not be out of place to say something regarding the subject. Do the agitators realize that it is a matter of the shape of the foot? Put low-heeled shoes on a person with a high instep and much discomfort is caused. It is when those with, shall I say, straight feet, try to wear high heels that trouble arises. A person with a high instep can wear heels from 1½ inches to 2 inches in height with the greatest comfort. I know, for I have worn them for many years. The trouble is that only the high-grade shoe is well cut; the discomfort of the cheap, ill-cut shoe is felt by those who cannot afford the very high price."

A Little Story With A Moral

"I want to relate to you a little incident that happened the other day," said a Toronto retailer recently. "The story is amusing, and at the same time I believe I have gained a customer by showing a little more interest in the transaction than perhaps many other retailers would. I got a letter from a woman asking me to send a pair of work shoes c.o.d. to the address she gave, suitable for her son, who was driving a delivery wagon. She didn't want a very expensive pair because, as she put it, times were bad and her son was only getting \$9.00 a week. Now I know of several places constantly requiring drivers, and where the rate of pay is considerably higher, so I wrote and told her of two or three kinds of shoes I could give her

and named the prices, suggesting at the same time that I thought her son was very unwise to continue working for \$9.00 a week when he could be getting more at Blank's. I also put in a couple of stamps to cover the cost of her first letter and a reply. A couple of days afterwards I got another letter in which she thanked me for the stamps and told me to send a certain pair of boots. 'My son is too slow to drive for Blank's', she said. 'If I live until next August I'll be eighty years old, but I can still move twice as fast as he can.'

"Nevertheless, she thanked me for taking an interest in them and I think I will get any further business the family might have. While that will be a comparatively small matter, I think it emphasizes the value of putting a little of the human element into business."



Mr. Arthur Foster, Northern and Eastern Ontario representative for 23 years.

Hydro City Shoe Manufacturers' Salesmen

A man must be well satisfied both with the quality of his company's shoes and the service behind them when he will represent them for twenty-three consecutive years. That is Mr. Foster's proud record, however, and Mr. Lauffer is a good second. We are sorry we could not get Mr. Sail's photo, but he is busy selling Hydro Shoes in Alberta and British Columbia.



Mr. J. Lauffer, Northern Manitoba and Saskatchewan representative for 13 years.



Mr. W. E. Dow, Northern Alberta and Saskatchewan. Formerly with Johnstone-Walker Co., Edmonton, as Foot Comfort Specialist.



Mr. W. J. Hay, Southern Alberta, Saskatchewan and Manitoba; also representing Lady Belle Shoe Co.



Mr. G. H. McCrady, South and Western Ontario; also representing Lady Belle Shoe Company

Tell Your Customers

SHOES properly cared for will last longer than those whose upkeep has been neglected. The man who takes care of his shoes, thereby getting long life out of them, is indirectly a good advertisement for the shoe retailer. Therefore, it is good business for the shoeman to spread the gospel of shoe maintenance whenever, and wherever, he can. The following suggestions are offered by the United States Department of Agriculture, and it could do no harm, but probably much good, to have a few thousand printed and a copy enclosed with each parcel.

Shoes should be oiled or greased whenever the leather begins to get hard or dry. They should be brushed thoroughly and then all the dirt and mud that remains washed off with warm water, the excess water being taken off with a dry cloth. While the shoes are still wet and warm apply the oil or grease with a swab of wool or flannel. It is best to have the oil or grease about as warm as the hand can bear, and it should be rubbed well into the leather, preferably with the palm. If necessary, the oil can be applied to dry leather, but it penetrates better when the leather is wet. After treatment the shoes should be left to dry in a place that is warm, not hot.

Castor oil is satisfactory for shoes that are to be polished; for plainer footwear neatsfoot, fish oil or oleine may be substituted. If it is desired to make the shoes and boots more waterproof, beef tallow may be added to any of these substances at the rate of half a pound of tallow to a pint of oil. The edge of the sole and the welt should be greased thoroughly. Too much grease cannot be applied to these parts.

A simple method of making the soles more durable, pliable and water-resistant, is to swab them occasionally with linseed oil, setting them aside to dry over night.

Many of the common shoe polishes are harmful to leather. All those which contain sulphuric, hydrochloric and oxalic acids, turpentine, benzine or other volatile solvents, have a tendency to harden the leather and make it more liable to crack.

Retailers should carefully investigate the merits of polishes before offering them for sale. There are many good polishes on the market guaranteed not to injure leather.

National Cash Register Convention

AN interesting point brought out at the convention of Canadian representatives of the National Cash Register Company, recently held at the factory at Dayton, Ohio, was that cash registers are a very real help in solving the present acute problem of the shortage of men. Many of the salesmen commented on the way this had been impressed upon them by merchants of Canada with whom they came in contact.

About thirty N. C. R. salesmen, from all parts of Canada, attended the convention. One declared a merchant said that when a cash register was used, the sales transaction was completed so quickly the customer would carry the parcel home instead of ordering it sent. This saved delivery expense, took boys from wagons and put them to work—that in turn released men for service. Another merchant, in speaking of this same feature, went a bit further and said it saved money, trucks and horseflesh. Another said, with a cash register, more business could

be handled with less help. This released both men and women for service without hurting the merchant or obstructing business.

A two-day convention was held, which was voted by all to have been unusually interesting and profitable. Under existing conditions, the bonds of comradeship have been tightened between Canada and the United States, and this convention typified the feeling of brotherhood and co-operation between the two countries.

Those who attended the convention were: A. C. Rogers, S. G. Lugsdin, W. J. Irvine, G. D. Cumming, R. A. Irvine, W. A. Harston, W. H. Malloy, Toronto, Ont.; R. B. W. Robinson, Geo. Brown, Hamilton, Ont.; G. C. A. Ouimet, L. Laplante, Quebec, Que.; J. Maddi, Ottawa, Ont.; H. B. Flenner, Calgary, Alta.; C. J. Layland, J. Nicholson, Edmonton, Alta.; A. L. Irvine, R. J. Brownlee, London, Ont.; E. A. Gardner, L. P. Hindson, Regina, Sask.; J. T. Brownrigg, J. S. Appenzeller, Saskatoon, Sask.; C. F. Bond, Halifax, N.S.; J. A. Beaver, R. A. Brimstin, St. John, N.B.; W. E. Wright, F. H. Kivell, Winnipeg, Man.

Canada's Trade Forges Ahead

ATOTAL Canadian trade of \$2,373,724,883 for the eleven months of the current fiscal year ending with February is shown in the monthly trade statement for February, issued recently by the Department of Customs. This is a considerable increase over the similar period last year, when Canada's total aggregated \$2,018,447,397. For the month of February alone Canada's trade amounted to \$143,231,607, as compared with 140,152,700 for February, 1917.

Exports of domestic goods for the eleven months period, inclusive of coin and bullion, were to the value of \$1,440,459,944, as against \$1,029,045,435 for the corresponding eleven months of the previous fiscal year. Goods entered for consumption were valued at \$885,942,750, on which customs duties to the amount of \$145,789,221 were collected. For the eleven months period of the previous year imports were valued at \$769,443,187, while customs collections aggregated \$130,350,845, or approximately fifteen million dollars less.

For February alone both imports and customs collected showed considerable falling off as compared with the same month in 1917. Goods imported were to the value of \$53,108,214, and duties collected \$9,449,747. For February, 1917, imports were worth \$68,533,938, and \$11,400,494 was the amount of customs revenue collected.

Exports of Canadian goods during February, on the other hand, were to the value of \$86,361,617, an increase of about eighteen millions over February, 1917.

As the Customer Sees It

"How much experience have you had as a salesman?" asked the retailer of the young man who had just applied for a job.

"None," admitted the applicant, "but I've had a heap of experience as a customer!"

He landed the job.

The ability to put on the customer's glasses and see things as he sees them is an asset that cannot be too highly valued. The salesman who can remember how he is treated by other salesmen, and profit accordingly, will contribute to the building of a clientele of satisfied patrons for his employer's store.



Popular Summer Models
in
Georgina and Oxye
Shoes



BLACKFORD SHOE MFG. CO. LIMITED, TORONTO

Blackford



S. A. BELL,
Eastern Ontario and Province of Quebec



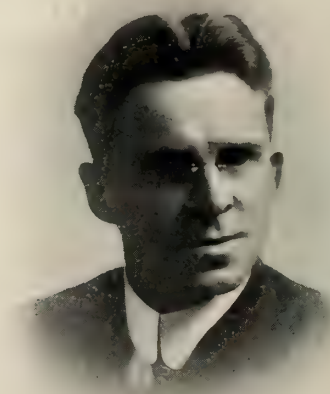
F. P. BEEMER,
Western Canada



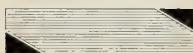
R. J. TRETHEWEY,
Western Ontario



H. McKEEN,
Toronto



L. F. JACKSON,
Maritime Provinces



Blackford Shoe Manufacturing Co., Limited

92 Sherbourne Street - Toronto

International Supply Company

On April 20th, the International Supply Company, Kitchener, Ont., will be three years old. When H. N. Lincoln and H. O. McDowell opened for business, on April 20th, 1915, there were those who maintained that Ontario couldn't furnish sufficient business to support a shoe factory supply and finding house. That



Mr. H. N. Lincoln

they were mistaken is evident. The Ontario manufacturers have supported this firm consistently from the beginning, for the reason, evidently, that they have found out they will get prompt service, fair treatment and quality goods. It is now claimed to be "the largest shoe factory supply house in Canada." In 1916 the company's business in Quebec increased to such an extent that it became necessary to have a



Mr. H. O. McDowell

branch in Montreal. That branch was opened in January, 1917, and has proven its worth, not only to the company, but to shoe manufacturers.

Mr. H. N. Lincoln is well known to the trade throughout Canada as a dependable salesman. In a few weeks he will start from Kitchener for the Mari-

time Provinces and will stop in Montreal and vicinity for several days. Mr. H. O. McDowell is not so well known in person. He is kept busy on the inside. Each has his job, and results indicate that they make "some team."

Some Handsome Styles

The Blachford Shoe Manufacturing Company, Toronto, are, as usual, turning out a very handsome line of spring, summer, and fall styles under the trade names "Georgina" and "Onyx." In tops the heights range from 8 to 9 inches. Some of the models noted are a seal-brown calf lace, 8 inch top; a light grey kid lace with buck top, 9 inch, seamless vamp; an all-velour lace, 8 inch top; a Pecan brown calf lace, 8 inch, with Neolin sole. Heels are Cuban, military, and full Louis, the latter predominating. In anticipation of the evident popularity of oxfords this season, the Blachford Company have prepared some very attractive designs, among others being a tan calf, 5-eyelet oxford, with full Louis heel; a velour calf lace Oxford, 5 eyelet, with Cuban heel; a seal-brown calf oxford, imitation wing tip, Cuban heel; a kid lace oxford, 6 eyelet with white welt and full Louis heel; a glazed kid oxford, 5 eyelet, turn sole. In pumps also the range is broad and pleasing. They are made in all patent, mat kid and glazed kid, with Cuban and full Louis heels. The Blachford Shoe Manufacturing Company maintain a very complete in-stock department.

Mind Your Own Business!

He had too many pokers in the fire;
He was a busybody;
He wasn't loyal to his customers;
He had a swelled head;
He had a temper like nitroglycerine;
He imagined he was a politician;
He knew how to win the war;
He didn't need to keep books;
He failed.

Home Shoe Company, Limited

The Home Shoe Company, Limited, jobbers, 327 Amherst Street, Montreal, are extending their operations. The company was formed two years ago by Messrs. J. H. Tetreau and W. L. Laplante, and specializes in men's goodyear welts and women's high-class McKays. Hitherto their efforts have been confined to the province of Quebec, but they are now branching out into Ontario and the Maritime Provinces. Mr. E. J. P. Smith will carry the company's samples in Ontario, and Mr. C. A. Senez in the Maritime Provinces. Mr. Nap. Dorval represents the company in the Montreal district; Mr. J. A. Morin in Quebec City, with showrooms at 64 Rue St. Joseph, and Mr. J. A. Cote in the Eastern Townships.

Hamilton Shoe Clerks Organize

An organization of shoe clerks has been formed in Hamilton, Ont., the object being to obtain better working hours and conditions, as well as to arrange for social gatherings and entertainments. The officers elected are F. Revell, president; G. Stokes, vice-president; Miss M. Bryson, secretary, and W. R. Smees, treasurer. About fifty clerks have signed up and the organization will have permanent headquarters for regular meetings.

Manager of Kitchener Branch

Mr. S. J. Davies was recently appointed manager of the Kitchener branch of the United Shoe Machinery



Mr. S. J. Davies

Company of Canada. He was for some time connected with the company's head office in Montreal, and brings with him a valuable experience in shoe machinery problems. He is a very likeable young fellow and should have little trouble in making good in his new position.

KB Felts in Large Demand

The Cobourg Felt Company, Cobourg, Ont., are at present installing a complete additional felt making equipment, including carding machines complete with feeds and crosser; also hardening and fulling machines. These new machines are expected to be in operation within the next two or three weeks and will add greatly to the present capacity of the plant. Mr. A. J. Kimmel, president of the company, states that they have, up to the present, been unable to keep up with the increasing demand for K B felts, but with the enlarged capacity from the additional machines now being placed, orders will be taken care of to the satisfaction of all customers.

The Crown Shoe Company

The Crown Shoe Company has been reorganized, under the title of the Comfort Shoe Company, Ltd., 864 Laurier Avenue East, Montreal, which has taken over the business of Gravel & Gosselin. The Comfort Shoe Company are makers of misses, children's, and infants' medium and high-grade McKays, selling to jobbers only. Mr. Gravel was at one time with Daoust, Lalonde & Co., Ltd., Montreal, and Mr. Gosselin with Ames, Holden, McCreedy, Ltd., Montreal, and both have had many years' experience in practical shoemaking. Mr. J. A. L. Leclaire is the secretary-treasurer of the company.

Nine new lasts are included in the samples of Dufresne and Galipeau, Limited, Montreal. Six are women's high cuts, some with spool heels. The goods will come in various colors, browns and greys being featured. Many of the samples have fibre soles.

New Offices and Show Rooms

The Thompson Shoe Company, Limited, have removed their sales offices and show rooms to 110-111 Mappin & Webb Building, 10 Victoria Street, Montreal, thus joining other shoe firms in the up-town district. The Mappin & Wegg building is well situated for catering to business needs, and the offices and show rooms are very attractive in appearance. Mr. Harry Thompson is known among the shoe trade from coast to coast and has had many years' experience in selling. The company represents Gourlay and Fogelberg, Limited, Kitchener, makers of women's high grade McKay sewn boots, and have also the exclusive Canadian agency for the Wakefield Slipper Company, Sanbornville, N.H., who manufacture ladies' high grade turn sole shoes; in addition to this, the Thompson Shoe Company are agents for Maltese Cross Rubbers.

Kendex Slip Insoles

The Kenworthy Brothers Company, Stoughton, Mass., manufacture and report large sales of their "Kendex" slip insoles. It is claimed for these insoles that they are fast color and will not stain white hosiery; a sure cure for callouses; prevent stinging and burning feet common with the use of rubber soles; will not crack, harden or curl in the shoe; they are non-conductors of heat—warm in winter and cool in summer.

Aero Peds Limited

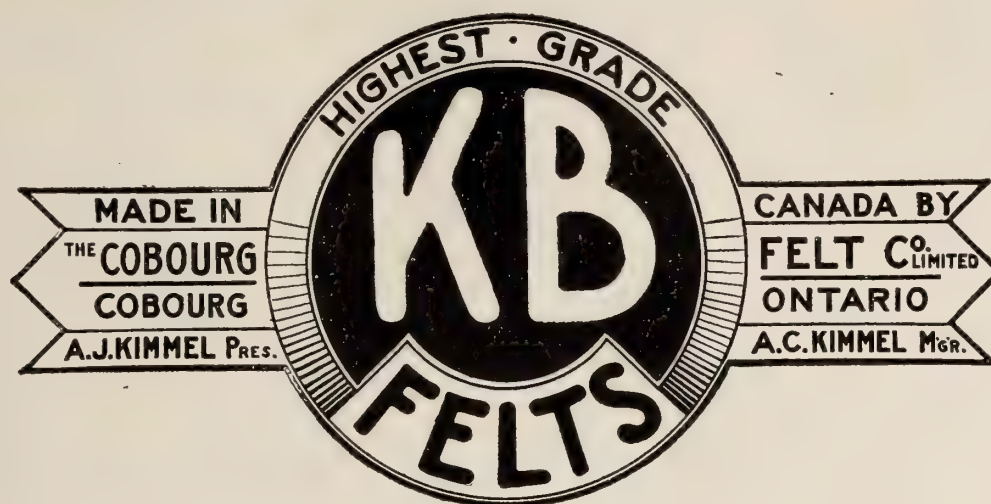
Aero Peds Manufacturing Company has been reorganized and is now known as Aero Peds Limited. Mr. P. A. Norbert, formerly manufacturing Pontiac slippers and moccasins, is now associated with this company and the Pontiac line will in future be known by the trade name of Iroquois Tread, which is a registered trade mark. Mr. Wm. Adams will be in charge of the manufacturing and has added several new lines, such as comfort soles, heel pads, heel protectors, and so on. Am-Bri-Can Distributors will have charge of sales for Canada, and their travellers will, in addition to their regular samples, carry a full range of Iroquois Tread moccasins and slippers, as well as Aero Ped accessories.

Agents for Auburn Wood Heel Co.

The A. G. Mooney Company, 220 Lemoine Street, Montreal, have secured the agency of the Auburn Wood Heel Company, Auburn, Maine, manufacturers of wood heels. These are made in a large variety, including Cuban, Louis, full Louis and military styles. The materials used to cover the body are celluloid, leather and canvas, while the lifts are made of leather and fibre.

Death of Medard Gauthier

The trade will feel keenly the loss of Mr. Medard Gauthier, the widely known Montreal representative and director of La Parisienne Shoe Company, Limited, Maisonneuve, who died suddenly on March 27th, in his 53rd year. Mr. Gauthier had been a shoeman for over 25 years, previously holding positions with James Whittam, Montreal; Ames-Holden, Montreal, and J. B. Drolet & Company, Quebec. In addition to handling the lines of La Parisienne Shoe Company, he also represented the Greb Shoe Company, Kitchener, Ont.



IMPORTANT!

The growing scarcity of good Raw Materials has in many cases necessitated the use of best available substitutes in the manufacture of all kinds of wearing material.

It is, therefore, very important for the Jobber and Retailer to know that the product he buys to supply to his customers is made by reliable Makers and bears a reliable Trade Mark.

The above Trade Mark is your safeguard in purchasing Felt Footwear. When you see it you know the quality is all right. We have earned our reputation as makers of good, reliable Felt Footwear by years of experience in the manufacture of Felt Shoes. Our output has doubled and trebled in the last two years, and we are now adding additional machinery for still further enlarging our capacity, so that the Shoe Trade will be assured of an increasing supply of K. B. Felts.

Ask your Jobber for the K B Brand. It will mean sure Felt Shoe satisfaction for you.

The Cobourg Felt Co., Ltd.

**Wholesale Manufacturers of Reliable Felt Footwear
Cobourg, Ont.**

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The retailers and clerks of Regina, Sask., recently had a banquet and get-together social meeting. An address on "Retail Efficiency" was given by A. L. Struthers, of Winnipeg, as well as short talks by local merchants.

Mr. Steen, of Fredericton, N.B., is taking charge of the Union Boot and Shoe Company's store in Amherst during Manager Donald McPhail's absence.

The Robert Neill Shoe Company, whose Peterboro store was recently destroyed by fire, have taken the store formerly occupied by the Turnbull department store. The Turnbull store has moved across the street.

The White Shoe Company, Toronto, have secured a new warehouse at 9 Wellington Street West.

John D. Palmer, president of the Hartt Boot and Shoe Company, Fredericton, N.B., was in Toronto for a few days recently. This company, it is understood, will erect a new factory for the manufacture of women's high-grade welts.

The Royal Shoe Store, Mr. C. F. Tugman, manager, 88 Yonge Street, Toronto, will, on May 1, move to new premises at 106 Yonge Street, just a few doors north of their present stand. Several changes are taking place in this block, and it should this summer be one of the busiest in Toronto.

Mr. Jefferies, of Blackstock, Ont., was in Toronto for a few days recently on a buying trip.

H. W. Parsons, of the Nugget Polish Company, Toronto, is now on his annual trip to the Maritime Provinces.

Edwards & Edwards are rearranging their Woodbridge tannery and building additions that will greatly increase their present output. They are preparing to open a new cut stock department, and will soon be showing samples of sheepskin facing material in tape or roll form, as well as backstays, insoles, etc.

The death occurred recently of Newman Silverthorn, an Etobicoke, Ont., farmer, who was the originator of copper-toed shoes. Many years ago, while tramping through the West looking for a mill location, he saw the necessity for some protection for the toes of shoes, and covered them with pieces from an old tin cup. He secured a patent on the invention, and is said to have made a considerable amount of money out of it.

Miss Violet MacMillan, a movie star, who recently appeared at the Hippodrome in Toronto, is the proud possessor of a very tiny foot. A Cinderella contest was held during her stay in Toronto at the Walk-Over Shoe Store, when all ladies succeeding in putting on her slipper were given a box seat for the Hippodrome performance.

J. H. McCrady, who has been with McLaren & Dallas for some time, has taken a position covering Western Ontario for Lady Belle Shoe Company, Kitchener, and Hydro City.

Samuel W. Hays, a shoe merchant, of Beeton, Ont., died suddenly of heart failure in the West Toronto C.P.R. station recently while waiting for his train. He had been visiting in Toronto with Mrs. Hays.

Ed. R. Lewis, leather merchant Toronto, has left for a trip through Northern Ontario.

Mr. Julian Sale, Jr., was recently on a buying trip to New York.

Frank Wagner, of the Aylmer Shoe Company, Almer, Ont., was in Toronto recently.

L. O. Breithaupt, of the Breithaupt Leather Company, Kitchener, was in Montreal for a few days recently.

Owing to a breakdown in health, Mr. O. Brunet, manager

of the Eagle Shoe Company, Ltd., Montreal, has decided to visit the South for a prolonged period. Arrangements have been made to carry on the business as usual during his absence. The many friends of Mr. Brunet will wish him a speedy recovery.

Arthur L. Brown, formerly with Gourlay & Fogelburg, Kitchener, Ont., has taken a position with the Greb Shoe Company, of Kitchener, and will cover the Maritime Provinces.

Frank M. Smith, formerly representing the Hydro City and Lady Belle Shoe Companies, of Kitchener, has taken a position as Western Ontario representative for Greb Shoe Company.

W. E. Guptell is now representing the Greb Shoe Company, of Kitchener, in Eastern Ontario.

Arrangements have been completed for a big style show at Boston on July 8, 9, 10, 11, and 12. The director of the proceedings will be R. J. Walsh, of the Dayton Last Company, who handled the recent Getty-Scott show in Toronto. He promises that men's shoes will receive an equal consideration with women's.

H. E. Wettlaufer, of Kitchener, left recently for the coast with a full line of Ahren's samples.

(Sergeant) G. N. Presho is now on the selling staff of the Adanac Shoe Company, Toronto, and is covering Saskatchewan and Alberta. He received his discharge from the army last June.

Joseph Daoust, of Daoust, Lalonde & Co., Montreal, has been appointed chairman of the Leather and Hide Committee of the Montreal Chamber of Commerce.

H. C. Hatch has been appointed superintendent of Tourigny & Marois, Quebec. He was formerly superintendent of the Miner Shoe Company, Montreal.

J. Daoust, president of Daoust, Lalonde & Co., Ltd., Montreal, was a recent visitor to Fredericton, N.B.

Lieut.-Col. E. Massie, officer commanding the 2nd Division of the Canadian Army Service Corps, and manager of the Maritime Division of the Canadian Consolidated Rubber Company, has returned to St. John, N.B., after three years' service at the front.

Some changes have been made in the office arrangements of the Canadian Consolidated Rubber Company's head office, Rubber Building, Inspector Street, Montreal. The executive offices are now located on the fourth floor, while the Montreal branch, purchasing and advertisement departments are situated on the ground floor.

R. L. Savage, of Toronto, the representative of Clark Brothers, Ltd., St. Stephen, N.B., has been on a business visit to Boston.

L. M. Savage, the son of Mr. R. L. Savage, Toronto, the well-known shoe representative, is following in his father's footsteps in the matter of business life. He is now connected with the firm of J. F. Clark & Co., Ltd., Point-aux-Trembles, P.Q.

The factory which was erected at Point-aux-Trembles, P.Q., for J. F. Clark & Co., Ltd., is now in operation, the company having received sufficient orders to keep the factory busy for some time. The company, a branch of Clark Brothers, Ltd., St. Stephen, N.B., are manufacturing canvas goods exclusively.

Perfection Counter, Ltd., recently removed to a new factory at the corner of Letourneux Avenue and Ernest Street, Maisonneuve. The firm are makers of box toes and "Perfec-



When a White Shoe comes into
your Store — get down a Case of



The WHITE CLEANER

for "Blanco" and White Shoes are
inseparables; and their friendship
outwears the Shoes.

"'Blanco' keeps White Shoes White"

It satisfies your customers because it does
its work so well. They want "Blanco" and
only "Blanco" as long as they have a white
shoe to put it on.

It Whitens; it Cleans; it Preserves. Easy
to use and always ready for use. Applied
in a moment. No trouble, no "messiness."
Clean and Handy.

You don't have to stock "Blanco,"
you just sell it — or rather, it sells itself!
'Blanco' means good profits and quick profits.

Ask your Jobber for Supplies.



Manufactured by

JOSEPH PICKERING & SONS, LTD.
SHEFFIELD, England.

tion" Counters, and the removal to new premises gives the company additional manufacturing facilities, and will also enable the company to render improved services to its customers.

St. Arnaud, Biron & Co., Ltd., has been formed, with a capital of \$99,000, to carry on the business of manufacturing leather, rubber, cloth, and felt boots and shoes, and to carry on a tannery at St. Genevieve de Bastican, Three Rivers, P.Q. Power is also taken to carry on a shoe findings business. Messrs. E. St. Arnaud and Joseph E. Biron, St. Genevieve de Bastican are among those interested.

J. F. Clark, of St. Stephen, N.B., is on a trip to Western Canada with samples of Clark Brothers, Ltd.

Messrs. C. M. & R. H. Mills, of Montreal, are now on the road with samples of J. M. Stobo, Quebec; the James Muir Company, Maisonneuve; and the Amherst Shoe Company, Amherst, N.S. Mr. C. M. Mills is, as usual, covering the Province of Quebec, and Mr. R. H. Mills, Ontario.

Children's Footwear, Ltd., is the name of a new company, with a capital of \$20,000, formed to manufacture children's stitchdowns at a factory at 516 St. Lawrence Boulevard, Montreal. Some machinery has been supplied by the United Shoe Machinery Company of Canada Ltd. Mr. Brownstein is the superintendent.

A. F. Winslow, of Winnipeg, has been appointed representative of George A. Slater, Ltd., Maisonneuve, in the Middle West, and Mr. J. F. Bentley, Toronto, representative in Western Ontario.

Ralph Locke, of Dufresne & Locke, Ltd., Maisonneuve, is now on a visit to Georgia, U.S.A., for the benefit of his health.

H. E. Thomas, formerly of 885 Dundas Street West, has moved his store to 468 College Street, Toronto.

Samuel Woefle, one of Kitchener's oldest residents, and father of W. E. Woefle, of the Woefle Shoe Company, died recently. He was in his seventieth year.

Lieut. Harold Fice, 458 Euclid Avenue, son of C. E. Fice, the well-known traveller for J. & T. Bell, Ltd., Montreal, is home on eight weeks' sick leave. He was severely wounded at the Ypres salient in September, 1917.

The International Supply Company, Kitchener, Ont., have secured control of sales for the output of shoe laces manufactured by the Textile Manufacturing Company, Hamilton.

L. B. Hutchison, Toronto representative for the Kaufman Rubber Company, recently spent a short holiday at his home in Penetang.

R. Philips, shoe retailer, Gerrard Street East, Toronto, is building a substantial addition to his present store.

Fred Rowie, shoe retailer, St. Clair Avenue, Toronto, is holding a sale with the intention of going out of business.

The bowling team of the Kingsbury Footwear Company, Ltd., Maisonneuve, have won the championship of the Montreal Commercial Bowling League.

George Elliott's shoe store in Harriston, Ont., was badly damaged by fire on March 19.

The Merchants' Club, of Brantford, Ont., recently perfected the details of their organization. The attendance numbers around one hundred members, who hope to achieve much good for their respective businesses.

M. O. Mumford, Halifax manager of the Amherst Shoe Company, recently visited Toronto, Montreal, and shoe centres in New England. Mr. Sutherland, general manager of the same company, was also a visitor to Ontario and Quebec. He states that Quebec manufacturers are well stocked with leathers and keen to do business. A number of fancy lines are being abandoned. Mr. Mumford believes that men's recede toes, with low, broad heel in the duller shades of tan, will be the thing this summer. He confirms also the opinion that ladies' oxfords will be in good demand; there will also

be a run on white canvas shoes. "Both the American and Canadian trade," he said, "are working to capacity turning out white canvas shoes."

John Dunbar, of Scott-Chamberlain, Ltd., London, was in Toronto recently.

Both sales and net profits of the Canadian Consolidated Rubber Company in the year ended December 31 last were the largest in the history of the company. Net sales amounted to \$16,323,431, as against \$12,094,695 in 1916. Net profits, after deducting all manufacturing expenses, repairs, depreciation, interest charges, and business taxes, were \$1,208,018, an increase of about 33 per cent. Mr. T. H. Rieder, in his annual address, said in part: "The selling prices of all our lines were necessarily advanced during the year. This added approximately 15 per cent. to our value, but the number of units sold was also greater than in 1916, notably in rubber footwear and automobile tires. Our war orders amounted to nearly one million dollars, besides which our export business was increased. Each of our sales divisions in Canada has also shown an increase each month throughout the year."

W. A. Harris, shoe retailer, Simcoe, Ont., died recently.

A. Chrysler, boot and shoe retailer, Stayner, Ont., is selling out.

The Advance Leather Company, wholesale leather and shoe findings, Montreal, have registered. Charles E. Perras is the proprietor.

H. Ashplant & Sons, shoe retailers, London, Ont., recently suffered loss by fire and water.

T. R. Henry, shoe retailer, North Battleford, Sask., has been succeeded by United Shoe Stores, Ltd.

J. K. Williams, shoe retailer, Saskatoon, has been succeeded by United Shoe Stores, Ltd.

The death occurred recently of Mr. Mercer J. Adams, president of the Adams Shoe Company, Toronto, in his sixty-fourth year.

Mr. Charles A. Davies, of Blachford, Davies & Co., Ltd., has just returned from a combined business and pleasure trip to Detroit and Chicago.

Ed. La France, formerly with Gendron & Co., of Penetang, has started a new business in North Bay to manufacture shoe packs.

Copeland & Co., of Midland, have started to manufacture a new line of river drivers' boots.

Charles Blachford, of the Blachford Shoe Manufacturing Company, Toronto, has left on a western trip, and will spend a few days at all of the larger centres between here and Vancouver.

SHOE SALESMAN WANTED

A-1 Shoe Salesman for high grade shoe store. Apply Box 723, Footwear in Canada, Toronto.

Have You Any Surplus Stock?

Do you want to realize on it?

Write

A. C. CLARKE

491 Brunswick Avenue, Toronto, Ont.

Canada's only practical sales specialists.
Sales conducted personally or by mail.
Stocks bought and sold.
All negotiations strictly confidential.

OPEN DATES FOR PERSONAL SERVICES, JUNE AND JULY

BOOKS FOR SALE

Store Management, an illustrated book of 252 pages,
by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench.
Just published—255 pages. Price \$1.00.

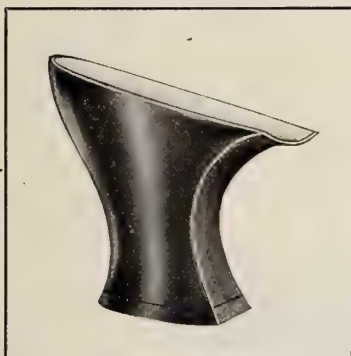
Footwear in Canada 347 Adelaide St. W.
TORONTO

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN & SON
20 Maud St., TORONTO



TORONTO HEEL CO.

Manufacturers of

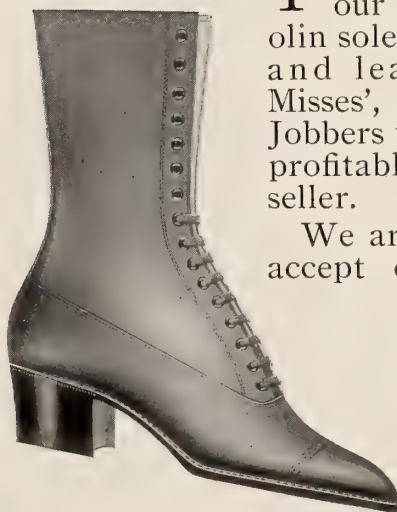
All styles of Heels in Leather
and Composition

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company
13 Jarvis St., Toronto

Notice for Jobbers



THIS shows one of
our new lasts, Ne-
olin sole bals all shades
and leathers; also
Misses', on sport last.
Jobbers will find this a
profitable and ready
seller.

We are prepared to
accept orders for all
white canvas
lines, and
promise de-
finite ship-
ment.

*Give us your
inquiries.*

"La Duchesse" Shoe Co.
Registered
MONTREAL

Make better SHOES

Use Dominion Dies. They are
made from perfect steel, with
keen edge, and stay keen.

Get Your New Dies NOW

Our service is also keen

LET US QUOTE YOU



Dominion Die Co.
MONTREAL

100 Years of Good Shoemaking



No. 58, Tan Elk Blu. Ox. Welt.

SERVICEABLE PLAY-SHOES FOR LITTLE FOLKS IN-STOCK

Made with full vamps, guaranteed counters, and the best of sole leather.

"RUBBER CHROME"

Tan, Black, or Chocolate Elk. Sizes 6-8, \$2.00; 8½-11, \$2.25; 11½-2, \$2.60.

Sample pairs prepaid. Listed in Stock Catalog No. 13.

BOSTON OFFICE—110 SUMMER STREET

L.B. EVANS' SON CO. WAKEFIELD, MASS.

SHOES FOR Misses, Children and Infants

*For
Jobbers
Only*

Our line of Turns, McKays and Stitchdowns is one to bring business from the very best class of trade. Our experienced men are producing an unequalled shoe that will get the attention of every customer.

Jobbers should see New Samples.

The Eastern Shoe Mfg. Co.
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152 Frontenac St.

Phone—La Salle 2561

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Shipping & Packing**

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



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of Canada, Limited
TORONTO ONTARIO

EASY CLEANING FLUID

"Easy Cleaning Fluid" the ONE Cleaner

that attracts trade to your store because adapted to Dry Cleaning Fancy SHOES. It also cleans perfectly Wearing Apparel, Silks, Satins, Velvets, Gloves, etc. Try it and be convinced.

**CANADIAN SHOE FINDINGS
NOVELTY COMPANY**

Toronto, Canada

**THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.
MAKERS**

2450 2450 2450



**WELLS
VISIBLE
MATE MARKS
FOR
SHOES AND CARTON**

GUS V. WELLS, 531 14th St., Des Moines, Iowa

be without them for ten times their cost.

Triplicates—One for the Carton

They are put up in book form like postage stamps (and the cash always balance. No mis-mates).

COLOR		PRICES	
White on Black	White on Blue	2,500 in	Triplicate - - - \$3.00
White on Tan	White on Red	5,000 in	Triplicate - - - 4.50
White on Green		10,000 in	Triplicate - - - 6.50

The cost is a trifle—10,000 in triplicate \$6.50 (20 pairs for one cent). Why "stall" around in the dark. With my numbering on, it's like having an electric sign on the end of every carton in the store.

They do a man's work on a busy day, and are just as important on the bottom of a pair of shoes as the size and width on the carton.

You can handle five pairs of shoes with numbers on to one without. Once used you would not

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

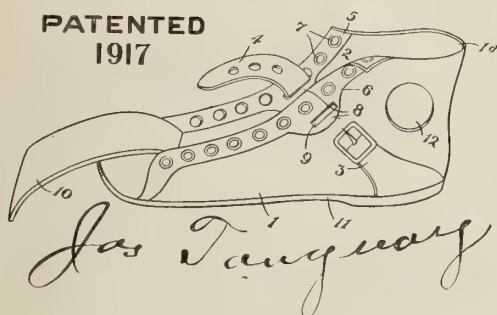
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

PATENTED
1917



Sporting Shoes

and a

General Line of

Medium McKays, S. S.,
Imitation Welts

also

Fibre Sole McKays in the Channel

JOS. TANGUAY

122 St. Dominique St.

QUEBEC

"R-H" Steel Heel Plates

(PATENT PENDING)

**WARRANTED
UNBREAKABLE**

Made of Specially Prepared Steel
The Strongest and Most
Durable Heel Plates on
the Market.

"R-H" Heel Plates

Are Money Savers
because they

SAVE YOUR HEELS

Prongs will not break

Put up $\frac{1}{4}$, $\frac{1}{2}$ and 1 Gross
Plates in Carton.

Write for Samples

Order from your Jobber—if
he will not supply you **WE**
WILL.

Prompt Deliveries

Manufactured by

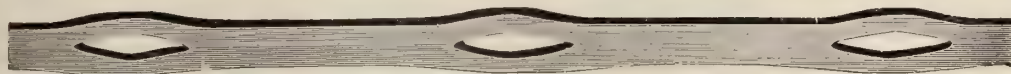
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Mfg. Company**

Plymouth, Ohio, U. S. A.

Also manufacturers of Cobbler Out-
fits, Lasts and Stands, etc.



Acme Diamond Split Box Strapping



3-16 inch put up in coils
of 6,000 feet.

7-32 and $\frac{1}{4}$ inch put up in
coils of 5,000 feet.

Acme Box Strapping is strong to begin with—has smooth, round edges. Neat and handy to use.

Acme Box Strapping is the kind you want to use.

Acme Steel Goods Company of Canada, Limited

Montreal

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H. C. Brennan Co., Ottawa
J. M. Paquin, Montreal.

Walter Clouston, St. John's, Nfld.
J. E. Fortin, Quebec.
St. John Sales Co., St. John.
James D. Offer, Charlottetown.

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Misses
Childs
Infants

in McKays

**High Grade and
Medium**

For
JOBBERs

A new modern factory, equipped to turn out good shoes, and when you want them. Men with long and valuable experience are with this new organization, and able to give quick service, goods as you want them, and without delay.

Jobbers Look This Factory Up!

Perfect Shoe Co., Limited

864 Laurier Ave. East

MONTREAL

BOSTON

NEW YORK

CHICAGO

WINSLOW BROS. & SMITH CO.

ESTABLISHED IN 1776

Tanners and Manufacturers

SHEEPSKINS and CABRETTA

Also Woolskins in Bark and Alum Tannages

NORWOOD - MASS. - U. S. A.

"The Leading Novelty Slipper House of America"

*Now is the time to order your
Felt and Novelty Slippers*

The E-Z Walk Specialties in HIGH
GRADE FELTS, SATINS, SPORT
CLOTHS, GROSS GRAINS, CRE-
TONNES and COMBINATIONS, are
the talk of the trade.

Style—Design—Fit—Workmanship can't be beat.

Ask your Jobber about them.

THE E-Z WALK MFG. CO., Inc.

62-70 West 14th St., NEW YORK CITY, U.S.A.

Good Kid for Good Shoes



New Castle Kid

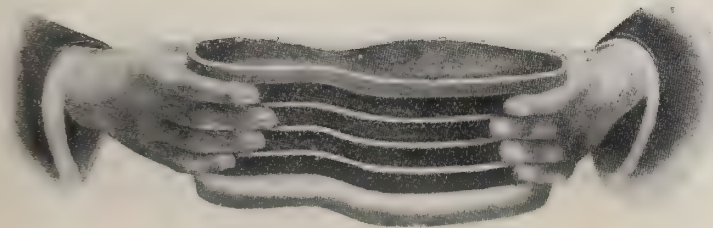
We can supply you with this famous product, either Glazed or Mat. It is always of the highest quality, uniform and reliable. Shipments on time and in any quantity.

Write for samples in black or colors.

New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.



Safe Die Cutting

Our patented Steel Dies will make your cutting safe at all times. Accidents are practically impossible owing to the special construction which prevents jamming or slipping. Our Dies are keen cutters and give satisfaction on all cutting work.

JAS. CLELAND, REGD., Largest Die Manufacturer in Canada

16 St. George St., MONTREAL



Nufashond
TRADE MARK

quality shoe laces
for every requirement

In bulk for the factory trade.
Single paired for the fine job-
bing trade.

Finished with **Nufashond
Fabric Tips** (patent applied for).
Part of the braid itself. Rustless,
waterproof, won't pull off.

Samples and particulars upon request

Narrow Fabric Company
Reading, Pa.



FRED W. MEARS HEEL CO.

DESIGNERS AND MAKERS OF

WOOD HEELS

TELEPHONE 1431

HAVERHILL, MASSACHUSETTS

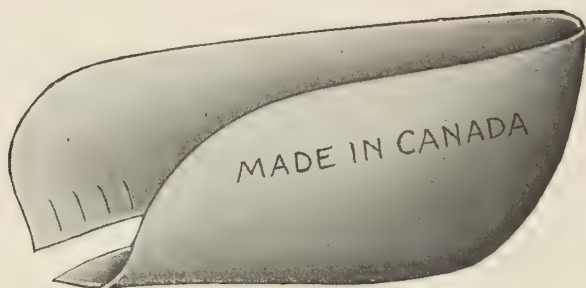
Canadian Agents :

A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

"D & P" Counters

Fibre for lasting satisfaction

Made in Canada



Send for samples of our Canadian
made Fibre Counters. They outlast
leather counters in every grade of shoe
and give better satisfaction at all times
Made of selected fibre board.

Upper and Sole Leather

Our stock of these
leathers is exception-
ally good at the pre-
sent time and we will
gladly quote on your
requirements for the
coming season.

DUCLOS & PAYAN

Tannery and Factory: ST. HYACINTHE, P. Q.

Sales Offices and Warehouses:

224 Lemoine Street MONTREAL

R. Lewis, 21 Scott St. Toronto: Ontario Selling Agent

Richard Freres, Quebec, Selling Agents for Quebec City



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR

Made on foot-fitting lasts that will give comfort to the wearer
and are durable.

The Range Includes

Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



W.D. ARMSTRONG

ENGRAVER OF FINE STEEL STAMPS & DIES

230 CRAIG ST. WEST, MONTREAL, PHONE 675
QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED

BRODIE'S

Patent Flour Paste

We are supplying Brodie's Patent Flour Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

Write for sample and price.

Brodie & Harvie

Limited

14 Bleury St. MONTREAL

Upper Leather

Patent, Dongola, Box Sides, Gun Metal, Tongue and Wax Splits, both Plain and Ooze in Black and Tan.

Shoe Felts, Supplies

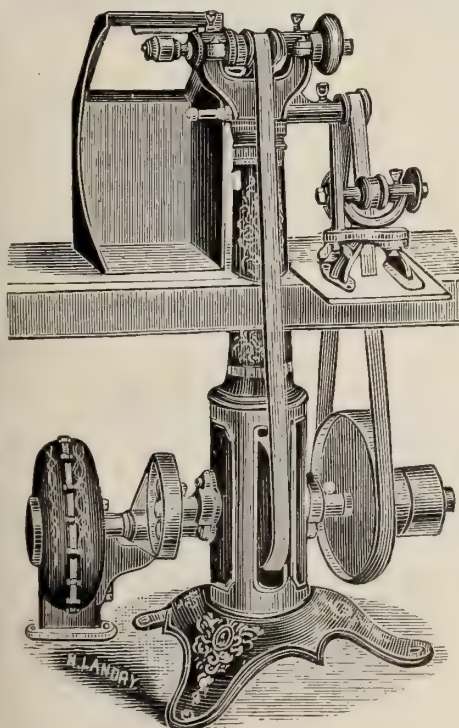
Shoe Cottons of all kinds.
Shoe Cements
Top Facing
Box Toe Goods
Buckrams, Sateens of all kinds
Sole Leather Flanks, Shoulders
and Heads

Write for Samples and Prices.

L.S. ODELL

137 McGill Street,
MONTREAL

Improved BUZZELL EDGE TRIMMER



Complete
with dust
carrier.

Speed 1300

Size of
pulley
5 inches

This machine
is made from
new patterns
and is much
heavier than
old style.

KIEFFER BROTHERS, (Reg'd.)

96 Prince Street MONTREAL

Dealers and Manufacturers in Non Royalty Shoe Machinery

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1888
THE COMMERCIAL
THE WEEKLY FINANCIAL COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

The Patented Slippers

Daniel Green

Reg U. S. Pat. Off.

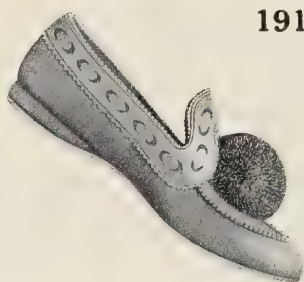
Comfy

Felt Slippers

Made on a Patented Process

THE NAME "COMFY"

is registered in the United States Patent Office and other countries, hence no other felt slippers are "COMFY."



1918 Line Now Ready

Comfy Felt Slippers for men, women and children

Distinctive boudoir slippers in leather and felt.

Also felt shoes in many models. Send for catalog.

Daniel Green Felt Shoe Co.

132 East 13th Street, NEW YORK



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada, All Foreign Countries

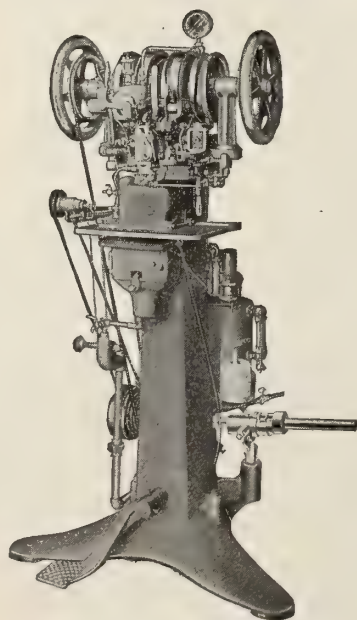
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

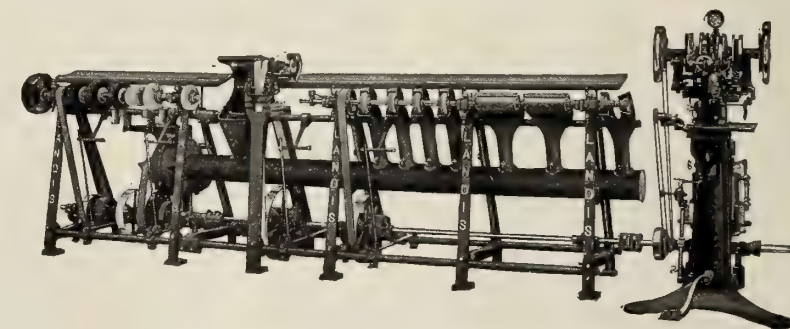
Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

A Shoe Merchant

With a

Champion Shoe Repair

Department, said

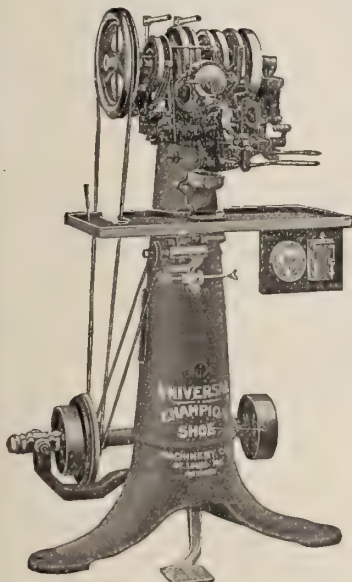


Every customer for a new pair is a prospect for the repair department.

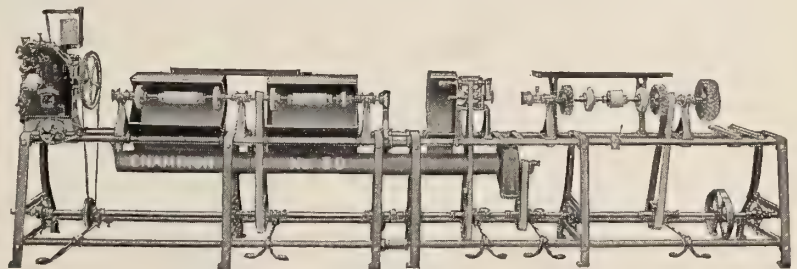
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

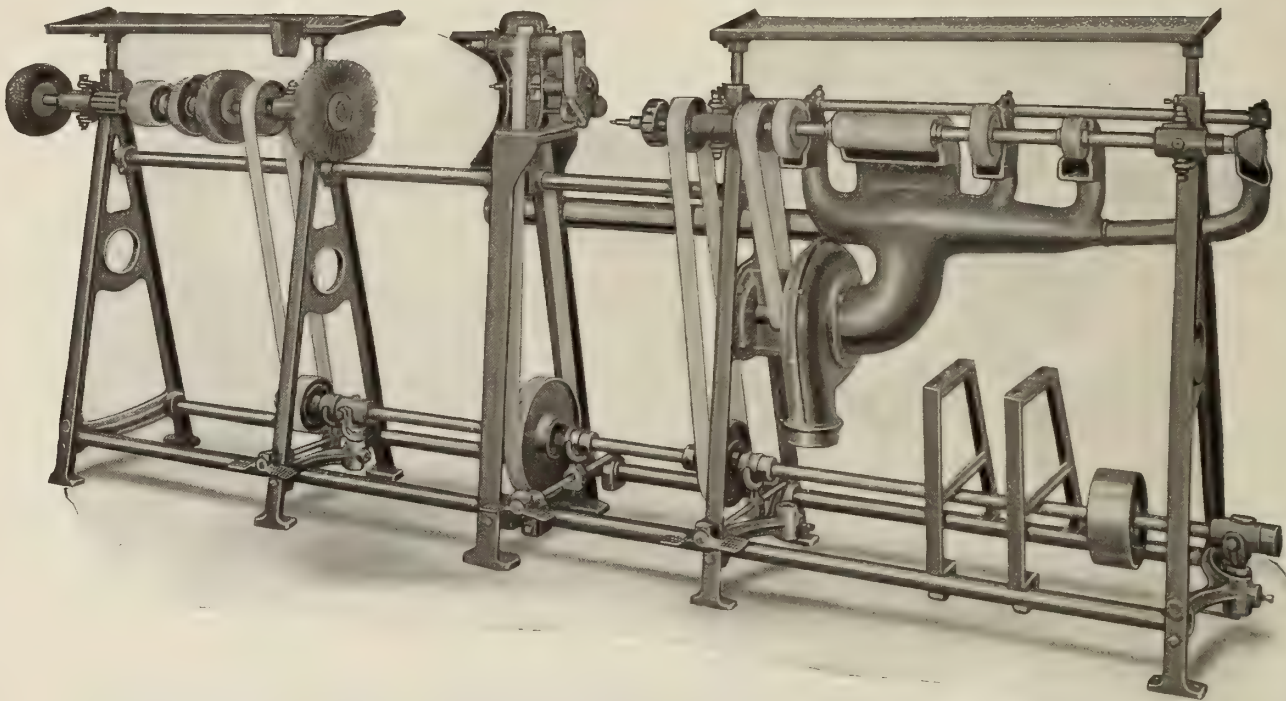
CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

USMC

SOMETHING NEW



11-FOOT SHOE REPAIRING OUTFIT—MODEL P SERIES

A NEW LINE OF SHOE REPAIR OUTFITS

Developed after much thought and experimenting by the leading shoe machinery experts of the world. Lighter in construction than our well-known Model N Series and taking up less space—but not to be confused with certain cheap, flimsy and poorly constructed machines which have appeared on the market from time to time.

Self Oiler Bearings	-	-	-	-	Easy Running
An Efficient Blower System	-	-	-	-	That REMOVES the Dust
High Grade Castings	-	-	-	-	Cast Malleable Dust System (not Tin)
Steel Top Work Tray	-	-	-	-	No Wood used

Equipment that allows the operator ample working room

Let us send you all particulars of these new Outfits—or we will have our salesman call personally if convenient.

WRITE US A POSTAL NOW

United Shoe Machinery Company of Canada, Limited

MONTREAL, - - QUE.

90 Adelaide Street West
TORONTO

179 King Street West
KITCHENER

28 Demers Street
QUEBEC



MUIR-MADE



The Shoes for good business

*For Men
Women
and
Children*

Muir-made Shoes for your regular, every-day business cannot be surpassed at any price. They are sensible, smart and saleable every day of the year. We have been particularly successful in satisfying our customers, and look forward to a greatly increased share of their business for the coming season. New samples will be shown in a short time.

The James Muir Company
MONTREAL, QUE.

The Toledo Button Machine

The Perfect Button Machine

Try It

In Your Own Store
Sold Outright
Fastens all Buttons
Fully Guaranteed

\$95

with Toledo
Rust Proof White
Wire for 12,000
operations

Payments if desired
Sent on 15 days trial

ORDER

ONE



For sale and guaranteed by

Canadian Shoe Findings Novelty Co.	-	-	-	-	Toronto
Adams Bros. Harness Mfg. Co., Ltd.	-	-	-	-	Winnipeg
Great West Saddlery Co., Ltd.	-	-	-	-	Calgary
B. C. Leather & Findings Co., Ltd.	-	-	-	-	Vancouver

Footwear

In Canada

Our Agents' interests
are our interests.
We know it.



"PALL MALL"

Best Men's Shoes for the
Worth-While Trade

Pall Mall Shoes are made by
specialists. They have a dig-
nified and dressy style which
appeals to the business man-
about-town.

The "Pall Mall"
is a "Kingly"
Shoe in every
sense.

Regal Boots are made
by experts in men's
shoes only.



Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO



Panther Soles

give the wearer the best service—rain or shine—that is possible to obtain today.



Panther Tested Fibre Soles may be used with every class of footwear. For light pumps and for working shoes, Panther soling gives real satisfaction. At all times you will find this soling, superior to leather and in manufacturing and repairing Panther soles may be stitched the same as leather. Light durable, water-proof, on every point Panther excels. Made in all standard colors.

Panther "Sure Step" Rubber Heels are well known to a great proportion of our population. They are long wearing and give best value.

Write for information

Panther Rubber Co., Limited
SHERBROOKE, QUEBEC





"Fleet Foot" Days

Now is the time to get your *"Fleet Foot"* displays to the front. *"Fleet Foot"* days are just around the corner and this season, more than ever before, *"Fleet Foot"* shoes will be worn. The shoe dealer who is prepared for the demand is sure to get the best trade.

If your stock is not complete and up-to-date with a full line of *"Fleet Foot"* for every member of the family, write to our nearest branch, where prompt attention will be given to your orders.

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

TRUE SERVICE !

The natural result
of a real desire to
render ones actions
useful to fellowman

***Bostonian
Shoes***

"In Stock"

This has been the dominating note in the business structure of the James Robinson house—Service.

Service builds confidence. A business house without the highest ideals can never gain this confidence nor hold for long the trade of other reliable concerns.

The Boots, Shoes and Rubbers shipped from the James Robinson warehouse during the past 50 years have told their own story. They are known value.

1918 values are equally supreme. They will build up the weak spots in your business.

JAMES ROBINSON
Montreal

WHEN "QUALITY" IS MENTIONED

Boots, Shoes and
Rubbers must be able
to RETAIN business
to attain *quality* rank

Bostonian Shoes have a way of appealing to the select trade of a locality — a class of customers who are ready and willing to pay a good price for shoes that represent equal VALUE. 1918 marks a year of achievement for the Bostonian line.

Independent Rubbers are now being taken by the "exclusive" shops of the cities—a criterion of the demand already existing for good rubber footwear. The Independent lines are made for lasting wear only. Speed King Tennis Shoes are being worn by everyone. There is an undoubted field for them in your business.

Independent
Rubbers

JAMES ROBINSON
Montreal



CHAS. F. VETTER
Secretary-Treasurer



ERWIN C. GREB
President and General Manager



JAMES LAMONT
Manitoba



"Honest All Thru"

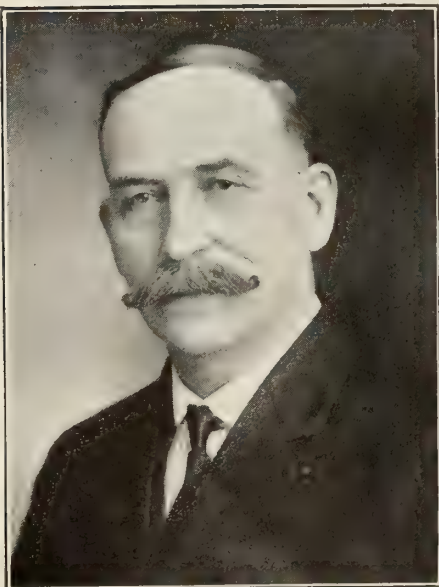
SALES
AND
EXECUTIVE STAFF
OF
GREB SHOE CO.
Limited
KITCHENER, ONT.

MANUFACTURERS OF

Men's Work Shoes



"Honest All Thru"



JOHN J. LEMBKE
North Western Ontario



VINCENT L. HOLMES
Northern Ontario



FRANK M. SMITH
Western Ontario



THOMAS ADAIR
British Columbia



ARTHUR L. BROWN
Maritime Provinces



FRED DAUB
Factory Superintendent



"Honest All Thru"

SALES
AND
EXECUTIVE STAFF
OF
GREB SHOE CO.
Limited
KITCHENER, ONT.

MANUFACTURERS OF

Men's Work Shoes



"Honest All Thru"



FRED LASHBROOKE
Main Lines Western Canada



W. A. GUTPELL
Eastern Ontario



FRED M. HOFFMAN
Alberta

These Canadian Made Shoes are making reputations for Quality

“METROPOLITAN”

“PARIS”

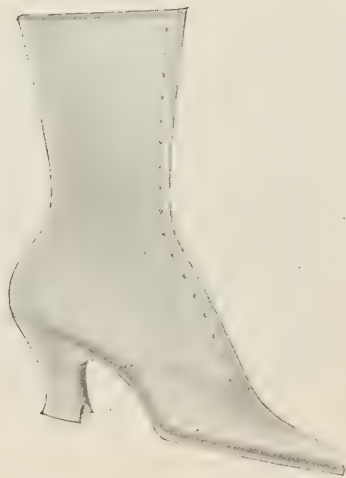
“PATRICIA”

The style and wearing quality we put into these well known shoes are making a reputation for a number of good dealers in this country. We are proud of this fact and we intend to uphold this standard in making our stock, no matter how prices may change. Canadian public will want a greatly increased number of shoes from Canadian makers this year. Get your inquiries in at the earliest possible date.

DAOUST, LALONDE & CO.

LIMITED

MONTREAL



Branch
Metropolitan Shoe Company
91 St. Paul St. E.
Montreal





ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY**
LIMITED

The Bennett Counter

Scientifically Correct

FITS and STAYS FIT

Keeps the *old* shoe looking *new*.

The Bennett Counter

Made from the best fibre, manufactured by us *especially* for counters. Moulded by scientific *process* that *fits* them *perfectly to your last*. Water and oil proofed as chemists can make them, yet *flexible* and *comfortable* WITHOUT SACRIFICING ONE BIT OF WEAR.

The Bennett Counter

WEARS with COMFORT

Makes the *new* shoe feel like *an old friend*.

TEST IT TODAY!

If in doubt, send for samples and test for YOURSELF.

Made and sold only by

BENNETT LIMITED

SALES
OFFICE

59 St. Henry
Street
MONTREAL

*Makers
of
Shoe Supplies*

CHAMBLY
CANTON,
QUE.

BENNETT

TRADE MARK



*Prudence
Says —“Select
Clarke’s”*

Patent Leather

It has a lovely bright surface and reflects the fashions to a nicety.

It is real economy to use patent in preference to the other kind.

We will quote prices.

Toronto
Montreal
Quebec

**A. R. Clarke
& Co., Limited**

Specialties for Shoe Manufacturers

Heel Pads cut from several qualities of white felt, also cut from imitation leather combined with felt in all colors with a large assortment of patterns that will fit any shoe.

Tongue Lining cut from several qualities of white felt in all widths, put up 25 yards to the roll. Saves labor and stock as it is not necessary to fold. Cuts to clean edge without fraying.

Kendex Insole Stock is made in both white and oak color, having the added qualities for an insole which give satisfaction and comfort to the wearer, conforms to the foot, is of uniform flexibility, will not shrink, swell or check and prevents calloused feet, is fast color, made in all weights, worked dry and sold in sheets 18 x 60 in.

Box Toes cut from all grades of black and gray felt.

Piece Felt for cushion insoles, hard insoles, shoe rolls, box toes, fillers, heel pads.

Imitation Leather in several grades and colors, also combined imitation leather and felt.

McKay Insole Stock backed with felt.

*Advise us what you are in the market for
on the above. Our prices will interest you.*

Kenworthy Bros. Co. **STOUGHTON**
Mass., U. S. A.

Represented by

Horace D'Artois, 224 Lemoine St., Montreal

The "Kumfort Shoe" for Women

"Kushion Soles" bring "Kumfort" to the wearer, and they detract nothing from the Style and Quality of the shoes. Old in principle—new in design and perfection, there is a wonderful opportunity to the dealer in Thompson's Kushion Sole Shoes.



Thompson's Kushion Sole Shoes



A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

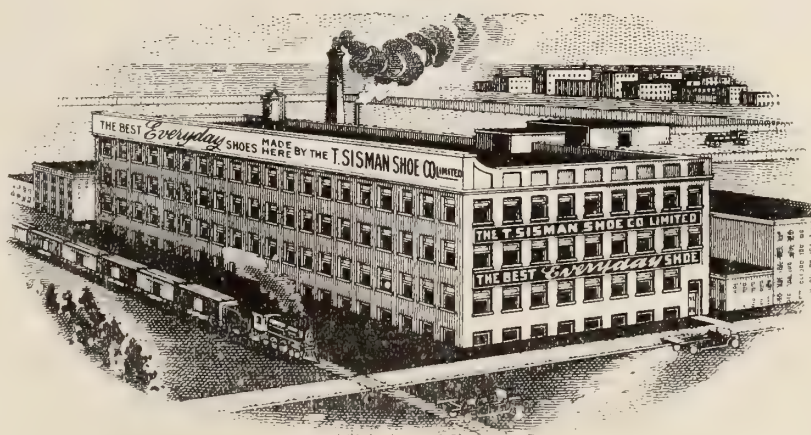
NOTICE—Toronto and Western Ontario buyers—Thompson's Kushion Sole Shoes are carried in stock in Toronto by Mr. Geo. E. Bouiter, 3 Wellington St. E.

THOMPSON SHOE CO.
LIMITED
MONTREAL

For every member of the family

For work and play, we make a high-grade—long wearing—line of shoes that will give great value. Mechanics, farmers, workmen, school children—wherever real wear is essential you'll find "The Best Everyday Shoes" fill all requirements.

*Ask your jobber,
or write direct*



**THE BEST
EVERYDAY
SHOES**

The T. Sisman Shoe Co.
LIMITED

AURORA

-

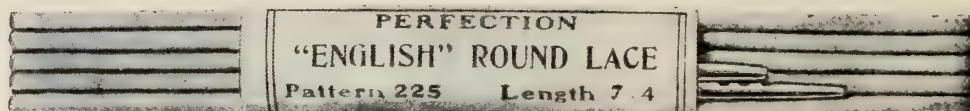
ONTARIO

Laces for Summer

Order Your Short Lengths Now

27 inches. For the New 5 and 6 Eyelet Oxford, 30 inches.
(How about 72 and 81 inches for boots?)

OUR WINNER



All lengths 27 to 81 inches, matches the newest shades in leathers, such as Tony Red, Sea Gull, Hazel, Mahogany, Cordovan, etc.

WRITE FOR COLOR CARD AND PRICE LIST.

	Black	Colors		Black	Colors
27 inches	1.64 gross	2.05 gross	63 inches	3.40 gross	4.10 gross

"CHANDLER'S PERFECTION LACES"

C. A. Browning Company 30 Franklin Street
BOSTON, MASS.

The VULCO-UNIT BOX TOE

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915



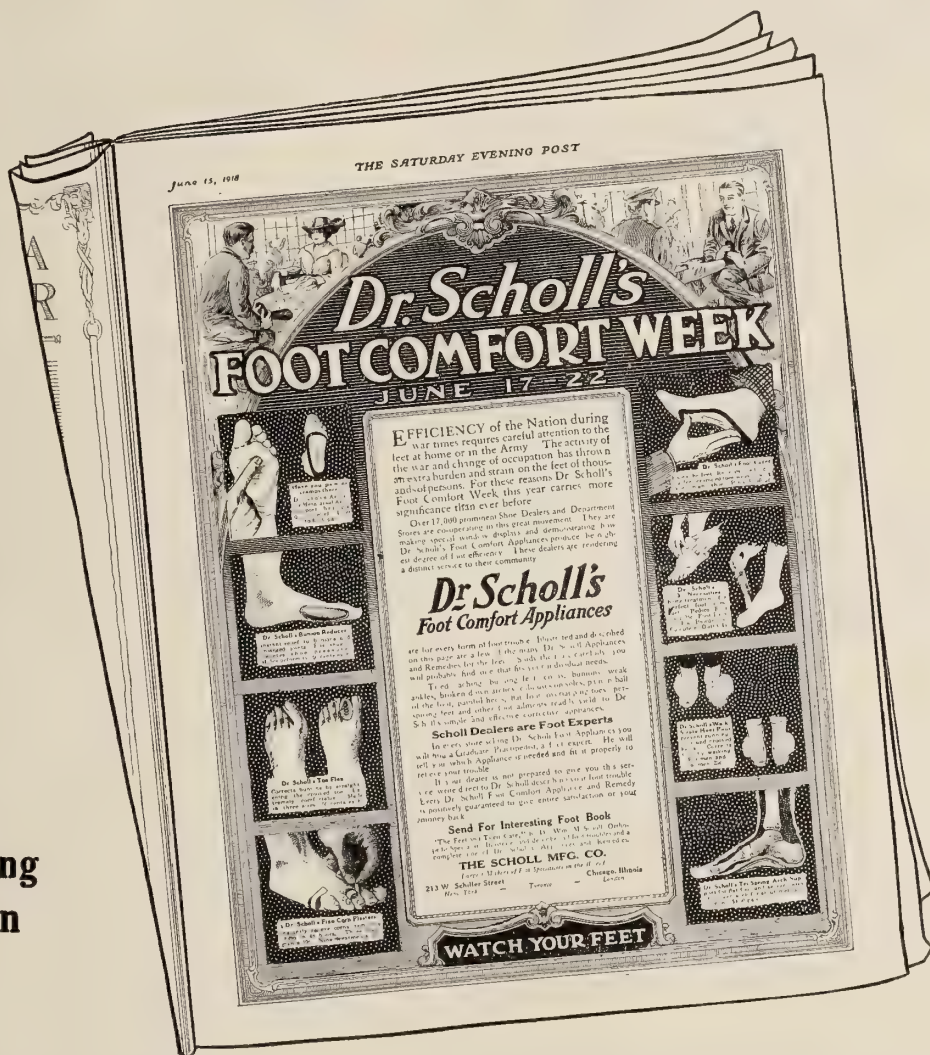
It has stood every test that could demonstrate its worth.
It increases the life of the shoe by preserving its shape.
Moisture or perspiration can no more penetrate it than
though it were made of steel.

BECKWITH BOX TOE LIMITED
Sherbrooke, Quebec, Canada

Dr. Scholl's FOOT COMFORT WEEK

JUNE 17-22

Help Keep the Nation's Feet Comfortable and Efficient



\$1000.00
in Prizes
for
Best
Window
Trims.

Send for
List of
Prizes.

Tie up
to
our
Big
National
Advertising
Campaign

This Important Event is Rapidly Approaching

To render an efficient foot comfort service is a patriotic duty. Foot efficiency means National efficiency. Help keep the feet of our Nation in fighting condition. Foot Comfort Week is your opportunity. Put in a good window trim, advertise in your local press and you will be repaid in more ways than one.

Write today for list of valuable Window Trim Prizes. Window trim material and newspaper electros furnished free.

THE SCHOLL MFG. COMPANY

Largest Makers of Foot Appliances in the World

112 Adelaide St. E., Toronto

Also: Chicago, New York, London



Correct Shoes for 1918

Women's Misses' Growing Girls' Children's

Specializing on these lines only, we are enabled to give right price and right service.

**NOTE NEW
SALES OFFICE**

Better facilities and more space to show our complete line of samples have been secured in The Slater Shoe Building, 36 St. Genevieve St.

*We invite merchants coming to
Montreal to visit at our
new address.*

Canadian Footwear Co., Limited

Sales Office
36 Genevieve St.
MONTREAL

Factory
Pointe-aux-Trembles
QUEBEC





The Final Function of Good Counters

is to give absolute satisfaction when the shoes are worn—therefore they must have the proper fitting and serviceable qualities.

SPAULDING'S
Fibre Counters
Guaranteed

Always Give Satisfaction

Made by the same Spaulding that manufactures Spaulding's Oak Tan Fibre Innersoling

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

PHILADELPHIA
John G. Traver & Co.,
329 Arch St.

CINCINNATI
Taylor-Poole Co.,
410 E. 8th St.

ST. LOUIS
Taylor-Poole Co.,
1602 Locust St.

CHICAGO
J. E. D. McMechan,
217 W. Lake St.

SEVEN FACTORIES :
Tonawanda, N.Y. Rochester, N.H. No. Rochester, N.H.
Milton, N.H. Townsend Harbor, Mass.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Boston Office
203-B ALBANY BUILDING

Canadian Agents:
International Supply Co., Kitchener, Ontario, and Quebec City.

V. Champigny, Montreal.



(Registered Trademark)

**"THE SOLE OF
PERFECTION"**

You Cannot Dodge the Boot Issue

The boot issue, like the food issue, affects the whole nation.

The cost has to be cut down; that's why "Acme" Soles found a ready market.

Whacking a chunk off the shoe repair bill.

Lengthening the days of both the sole and the uppers.

Introducing a new element of comfort in shoe wearing.

Removing all danger of slipping. "Acme"—"the Sole of Perfection"—is a welcome addition to every household. Specify "Acme" on new boots or repair jobs.

COLORS: BLACK, WHITE, TAN

Supplied in sheets 3/16," 1/4" and 5/16" thick for repair purposes.

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: Toronto

Branches: Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London, Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

Other Dunlop Products are: High-Grade Tires for Automobiles, Motor Trucks, Bicycles, Motorcycles, and Carriages; High-Grade Rubber Belting, Packing, Fire Hose and General Hose, Dredge Sleeves, Military Equipment, Mats, Tiling, Golf Balls, Rubber Boots, Horse Shoe Pads, Agricultural, Plumbers' and Railroad Supplies, and General Rubber Specialties.



Three Very Attractive Boots

IN STOCK—READY FOR SHIPMENT

In a pleasing variety of widths



D311—Women's Havana Brown Kid 9-inch Lace, field mouse brown cloth top, imitation wing tip, single sole, 2½-inch leather Louis heel, white Arnold welt, Classic Last, A width, sizes 3½-8; B width, sizes 3-7; C width, sizes 2½-8 \$4.25



D132—Women's Field Mouse Brown Kid 9-inch Lace, field mouse cloth top, plain toe, 2½-inch leather Louis heel, imitation turn, Classic Last, B width, sizes 3-7; C and D widths, sizes 2½-8 \$3.85



D309—Women's Light Gray Kid 8½-inch Lace, plain toe, 2½-inch covered wood heel, imitation turn, Classic Last, A width, sizes 3½-8; B widths, sizes 3-7; C width, sizes 2½-8. \$6.25

Shoes of this character, which can be shipped direct from a large stock, thereby enabling you to get the goods into your store when the demand is right, will add greatly to your sales of women's novelty shoes during the Spring and Summer months.

The numbers shown here are particularly good, and your mail order for some of these shoes will be given prompt and careful attention throughout our entire organization.

Write for Catalog showing the complete line. Free on request.



Brown Shoe Company



Manufacturers

ST. LOUIS, Mo., U. S. A.

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with the foremost thoughts in modern footwear. In fact, Tetrault is often ahead of the times.

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Tetrault's is the largest shoe concern under one roof in Canada.

*WE'VE GOT THE SHOES
WE'VE GOT THE MEN
WE'VE GOT THE BUSINESS TOO.*

Our Latest Special Jazz Shoe is Made from Chrome Tannage

It is soft, pliable and durable. It yields a rich mahogany leather, close grained, uniform in texture, with the lustre and feel of calf. A certain Trade Winner. Get in touch with Tetrault today.

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Largest Manufacturers of Goodyear Welts in Canada

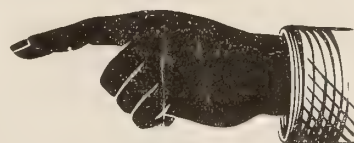
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Office and Warehouse at
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SOLD BY ALL FIRST CLASS
JOBBER'S IN CANADA

History Making

UP!



UP!



UP!



Go the Monthly Sales of

TETRAULT'S FAMOUS FOOTWEAR

These figures speak volumes for the value of our Shoe products:

MONTHLY SALES OF TETRAULT SHOES FOR 1917 AND 1918

	1917	1918	Increase
January	\$101,278.04	\$176,654.52	\$75,376.48
February	157,827.08	223,568.42	65,741.34
March	182,349.69	225,057.62	42,707.93
April	137,179.98	219,797.86	82,617.88
First Quarter	\$578,634.79	\$845,078.42	\$266,443.63

It is a steady record of GROWTH built upon genuine MERIT in the goods and SERVICE to the trade.

FOR YOUR BUSINESS MAN'S SHOE
GET TETRAULT QUALITY

Any man will be pleased with Tetrault Shoes. When wearing them he feels he is well shod, and then they outlast all other makes, a big benefit in these days of thrift and economy.

ALL SHOES GUARANTEED RELIABLE

Tetrault Shoe Manufacturing Co.

LIMITED

Largest Manufacturers of Goodyear Welts in Canada

MONTREAL

Office and Warehouse at
9 Rue de Marseilles
PARIS

SOLD BY ALL FIRST CLASS
JOBBER IN CANADA



Every Man in the Shoe Trade Should Be Interested

Forty-five per cent. of all shoes made will eventually bear fibre soles, says an authority on shoes.

This should interest you. As a shoe man, you must adopt the sole that has come to stay. As a discriminating buyer you will select that sole which embodies the best elements in the most saleable style.

"Rinex" SOLES

have been perfected beyond any other sole which combines rubber and fibre. They have been developed to the highest point of service and appearance—the two essentials that your customers demand.

Rinex soles have been standardized—are made in one quality only and branded with but one brand—by the largest rubber company in Canada.

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Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

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A Costly Evil Eliminated

If there is one thing that corners the "goat" of the average retailer it is the persistence with which he is called upon to subscribe to charity, advertise in church bazaar programs, buy tickets for pink teas, and contribute to the upkeep of the "down-and-outers" home. The plea of the canvasser is varied, but it generally takes the form of: "I've dealt with you for years, and I think you should give a little to this good work." If the store is a particularly large one they may get away with this statement a few times, but a manager who keeps a close watch on all customers and who knows most of the old ones by name, told us the other day that the claims of the average charity canvasser were purely and simply "bunk." "I've got to the point now," he said, "when I must tell these people plainly there's 'nothing doing'—otherwise my subscriptions to charity would more than eat up my profits. So far I haven't found my business suffering."

In this connection the merchants of Toledo, Ohio, got together and formed an association, one of the rules of which was to govern the purchase of tickets and charity solicitations. The agreement is substantially as follows:

"I agree not to contribute money or merchandise to

any organized charity or other worthy cause unless the organization has a properly executed card of authorization.

"I agree not to advertise on the backs of theatre tickets, on raffle tickets, door checks, or in baseball, theatre, moving picture, or any other kind of programs.

"I agree not to give, contribute, or subscribe any money, goods, or anything of value in the store, at home, or on the street, nor to purchase any admission or other tickets, shares in raffles or other similar schemes; nor to give the services of employees nor to loan merchandise of value to any individual, institution, or organization for any purpose or character unless coming within the rules."

All pleas for charity are considered by the Retail Merchants' Board, and, if the claim is worthy, a card is issued entitling them to approach retailers. More than 300 applicants for these cards have been turned down—the estimated saving in one year to the merchants being \$25,000. They have eliminated an evil that the average merchant wouldn't tolerate a minute if there was a way out.

What the Toledo merchants have accomplished storekeepers of other cities can likewise accomplish. It's simply another case of getting together.

* * *

A Serious Matter

It is authoritatively stated by the Maritime Retailer that during the last two months three carloads of mail order catalogues from a Toronto house have been shipped into the Maritime Provinces. Altogether, for the spring, summer, and fall trades it is estimated that fully ten carloads will be distributed among the householders in Eastern Canada. One carload of catalogues from one house would seem to be an enormous quantity, but the fact that three have been distributed may well cause the Maritime retailers to open their eyes in amazement.

What is to be done about it?

With such tremendous competition continuously and insidiously working to undermine local trade the already burdensome problems of the retailer will be multiplied. It is the duty of every merchant, therefore, to consider ways and means of stemming the progress of an enemy fattening on the profits that rightfully belong at home.

The principal remedy is to give "catalogue house" service. The mail order concerns have no open sesame to success—they find out what the people want and give it to them in the easiest way. They prosper because they give a service that the public demands—a service that could just as well be given by the local store.

The merchants in New Liskeard, Ont., have evolved a new idea, calculated to solve the difficulty to a great extent. Four stores—a grocery, dry goods, men's fur-

Buy "Safe" Cleaners

IF you want to avoid trouble this summer by having customers return who complain that their white fabric shoes have cracked and demand a new pair on the ground that the fabric was rotten, it will be well for you to sell each customer, at the time shoes are purchased, a cleaner that you KNOW contains no harmful chemicals which destroy the fabric after it is applied to the shoes. Some white cleaners for white fabric shoes contain ingredients that DO eat the fabric, and unconsciously the wearer of the shoes arrives at the opinion that the shoes were imperfect. In buying white fabric cleaners for the coming summer trade be absolutely sure that the cleaners do not contain chemicals that eat the fabric.

nishings, and hardware—have combined in the issuance of a catalogue to be distributed in that district. It has been found that there is a tremendous appeal for the shopper in the fact that she may make up an order of as many different items as she likes and send it in to the mail order house. Buying in the home town necessitates several trips to different stores, with the attendant risk of lack of service in any or all of them. This arrangement of the New Liskeard retailers should prove an effective check to the department store mail order departments. A combination order may be sent to any one of the four dealers, who will see that the balance of the order is secured from the other stores and the whole shipped at the same time.

The local store has every advantage of location, acquaintance with the trade, knowledge of their demands, ability to deliver more promptly, and is in a position to meet complaints with personal explanation. The merchants in every community have it in their power to at least endeavor to give as complete a service as the mail order house, or in some way make themselves so indispensable in the public eye that the closer feeling thus established will prevent in some measure the tendency to send business out of the district.

Shoe Store Manners

It might have been more to the point had we given our paragraph some such heading as "The Cuspidor, the Pipe, and the Hat—Their Uses and Abuses." "In the course of a number of calls on shoe retailers during the past few weeks—principally in stores away from the downtown district," says a writer in Footwear Findings, "I was very disagreeably impressed by the number of retailers found smoking pipes and wearing their hats while attending to store duties. In one store a clerk was smoking, while the proprietor looked on and tolerated it. Whenever a customer entered, in-

stead of going forward immediately to greet her, the proprietor had first to remove his hat and locate a comfortable place for his pipe. The impression on the customer is worth considering, to say nothing of the atmosphere created in the store."

The habit of the cuspidor was such a dirty one that it is seen much less frequently now than in former years. This writer quotes one retailer who used to pride himself on his ability in this respect, and would frequently tell customers not to be alarmed—he wouldn't hit them. Fastidious people kept away from this store.

But if the cuspidor has gone the way of all transgressors the hat and the pipe are still much in evidence. It may have no special significance, although it is interesting to note that the retailer who complained about "hard times" was one guilty of these two offences against store manners. They are business-killers, none the less injurious because of their supposed acceptance. We can't all see ourselves as others see us, but the wise man will take a tip.

* * *

Putting Your Heads Together

Prosperity just naturally clusters around co-operation. In any city or town the schools, playgrounds, pavements, street car lines, automobiles, and buildings are all the tangible results of prosperous business, brought about by co-operative industry. Wise industrial co-operation is the world's best asset. Why, then, should the merchants in any single class of business not get together in an effort to uplift and promote the business as a whole?

Do you know your brother retailer? Is he a human being, like yourself, or just a "competitor?"

The impossibility of introducing retailers, each to the other, is obvious, but we have thought that we could best do our little bit by reproducing photographs of the more prominent retailers in the different cities throughout the Dominion. For the present issue we have gathered together a number of photos of Toronto shoemen. In following issues we shall continue the plan, using photographs of retailers in other cities.

We are putting your heads together on paper; now, why not put your heads together in reality, and combine in a common effort to remedy the numerous existing trade evils? Violence—expressed by price-cutting, "knocking," and personal enmity—as a corrective for commercial jealousy, is scarcely good economics.

Co-operation is better. Its basic properties are enthusiasm, animation, and confidence.

One retailer may wage war on his competitor, but it takes the co-operation of both to bring about lasting and profitable peace.

We ask prudent retailers, therefore, to "put their heads together" in a concentrated forward movement on all trade abuses.

Management Problems of Retail Shoe Stores

A Practical Treatise on Methods of Buying, Selling, Stock-Keeping, Delivery, Figuring Profits and Expenses, Operating Costs, etc.—Best Practices in Representative Stores

RESULTS of an exhaustive inquiry into the buying, selling and stock-handling methods and operating expenses of representative shoe stores throughout the country during the last six years have just been issued in the form of a most valuable bulletin by the Bureau of Business Research of Harvard University. Retailers, in studying the information given in this bulletin, should bear in mind that it contains nothing of a theoretical nature, all the data being based on figures supplied by retailers who have given their co-operation to the Bureau.

Operating expenses and methods of store management, it has been found, do not vary markedly between different sections of the country. A typical retailer, doing a business of \$30,000 a year in medium-price shoes, has about the same operating expenses and the same methods whether he is located north or south. It makes little difference whether he is in a large city or in a small city, so far as methods and operating expenses are concerned. There is much greater uniformity, for example, among the large stores selling high-price shoes in the largest cities in the country than there is among all the shoe stores located in any one of those cities. Likewise, the methods and expenses of a small retailer in any one city are similar to the methods and expenses of the small retailers in any other city and the methods and expenses of the small retailers in any city will differ greatly from those of the large downtown store in his own or any other city. Thus the proper classification of shoe stores for purposes of comparison is on the basis of the grade of shoes carried rather than on the size of the city or the section of the country.

For the purposes of this bulletin the stores from which information has been secured are grouped in three classes: (1) low-price, (2) medium-price, and (3) high-price, according to the prices that prevailed before the war. The low-price stores include those selling men's shoes up to \$3.00 and women's shoes up to \$3.50 per pair; the medium-price stores include those selling men's shoes from \$3.00 up to \$6.00 and women's shoes from \$3.50 up to \$7.00; the high-price stores include those selling men's shoes for more than \$6.00 and women's shoes for more than \$7.00. The prices that prevailed before the war are taken as the basis for this classification not only because a considerable portion of the information was gathered then, but also because prices have been changing too rapidly in recent months to permit the establishment of sufficiently definite classes on any new basis.

Many Stores Sell All Three Grades

Many stores, of course, sell all three grades of shoes, but in nearly every store one grade tends to predominate. A successful shoe store, in other words, handles chiefly merchandise that represents a certain standard in price, service, and quality, and caters to a certain fairly definite class of trade. In fact, the more firmly a well-balanced policy is established, with

definite standards of price, quality, and service, the greater is the individuality of the store and the better are its chances of long-continued existence. It builds up a clientele which becomes one of its most valuable assets. Except in small communities, where there is little difference in the quality of goods and service demanded, a retail shoe store can seldom build up a reputation on more than one grade of merchandise. It is known either as a low-price store, a medium-price store, or a high-price store, and it draws its patronage from people who wish to buy shoes of one of these grades. The customer who wants to buy medium-price shoes, for example, seldom goes to a low-price store or to a high-price store. The tendency toward concentration is so strong, furthermore, that when a store has once established a reputation for a certain grade of merchandise it can shift to another grade only with difficulty, because such a shift involves building up a new clientele with the probable loss of many of its old customers. In the successful shoe store the whole arrangement of the store, its window displays, and its selling methods are adjusted to the standard of service called for by the trade to which it caters.

Sales Cover Wide Range

The annual volume of sales of the individual stores from which the information summarized in this bulletin has been obtained ranges from \$5,000 to \$550,000. In the high-price stores the annual volume of sales is commonly higher than in the medium-price stores, and in the medium-price stores the volume of sales is commonly higher than in the low-price stores. Although there are high-price stores with smaller annual sales, in the high-price stores from which the Bureau has obtained most of its information, the annual sales range from \$175,000 to \$550,000. These stores are located chiefly in the large cities. In the medium-price stores, the figures that the Bureau has collected show a range in the volume of annual sales from \$11,000 to \$418,000, but this last figure is very exceptional, for the next largest business from which a report was received is only \$185,000. The common figure for the volume of annual sales in medium-price stores is \$30,000. In the low-price stores annual sales range from \$5,000 to \$89,000, and the common figure is about \$20,000. The small business is more common in low-price stores not only because of the lower price per pair of shoes, but because of the nature of the trade to which they cater—in many cases the patrons of low-price stores are accustomed to dealing in small shops—and also because the proprietors of these stores are often satisfied to continue business on smaller incomes. A high-price store, on the other hand, must necessarily have a large volume of business to maintain its service.

Low Operating Expense Indicates Success

The methods of the most successful stores in each group have been compared with the methods of the least successful stores in the same group. For the

purpose of this comparison the stores with relatively low operating expense are regarded as the most successful in each group. Those stores are of course excluded which have gone into bankruptcy or which do not show a profit. Low operating expense, while not the sole test of an efficient store, is of special significance, for it means ability to meet competition. Prices tend to be about the same in all stores of the same class for the same quality of shoes, and if good judgment is shown in buying, so as to avoid excessive losses from depreciation, the store with a low operating expense is the one that will be the most successful in the long run. A store with a high operating expense, on the other hand, is more likely to experience financial embarrassment.

Personal Factors Most Important

Success in the retail shoe business, as in other businesses, depends, in the first place, upon the integrity and personality of the retailer. These personal factors cannot be measured, but this does not make them any the less important. In the second place, success depends upon the choice of a location in the shopping center where a certain volume of trade can be secured; and in the third place, it depends upon wise methods of store management. The successful shoe retailer keeps his accounts in such form as to show all the income and the outgo, with detailed records of his expenses. He knows what merchandise he must buy to meet the requirements of his trade. He handles his stock so as to avoid the accumulation of odds and ends and slow-movers, at the same time meeting all the demands of his customers. He maintains a selling service and a delivery service adjusted to the demands of his particular trade and exercises a close supervision over every part of his business.

BUYING PROBLEMS

The shoe trade is a seasonal business in which there is a large element of style. Although there are many staple styles of shoes which do not change from season to season, an increasing proportion of the business of retail shoe stores has recently been on styles seasonal in character. This is especially true in women's shoes, for during the last few years there have been many sudden and marked changes in style from season to season. In some stores the sale of novelty styles is much greater than in other stores. The larger the portion of the business that is done on novelty styles, the greater is the style risk involved.

Each style of shoes is manufactured in numerous sizes and widths. Consequently the purchasing of any style involves the determination of the number of pairs of shoes of each size and width to be ordered. Only by careful attention to the selection of sizes and widths can the accumulation of unsalable odds and ends be restricted.

Though in the retail shoe trade direct buying from manufacturers is common, the wholesaler is an important factor. The wholesaler serves primarily the small retailers in cities and the general merchandise stores, neither of whom can give large orders. The general merchandise stores are usually located in the country districts in sparsely settled territory where the volume of business is not sufficient to warrant the manufacturer sending his salesmen. In some cases a wholesaler obtains business by giving financial assistance to men who wish to engage in the shoe business, and this financial assistance is conditional upon

the control over the purchases of the retailer. Some manufacturers are also said to follow this policy. In addition to this business, wholesalers also have a considerable volume of trade in "fill-in" orders from retailers who purchase part of their merchandise direct from manufacturers. When a retailer cannot wait for delivery of additional stocks from the manufacturer, or when he wishes to buy in small quantities, he sends a "fill-in" order to the wholesaler.

In the proportion of orders given direct to manufacturers by retailers, the shoe trade is sharply in contrast with the grocery trade. The retail grocer carries a great variety of merchandise in small assorted lots. Consequently the average retail grocer buys chiefly from wholesalers, and the trade is not seasonal. In the shoe trade, on the other hand, large orders are given at the beginning of each season. Each order, because of the necessity of buying a variety of sizes and widths in each style, is large enough in many cases to be economically handled by a manufacturer. Some manufacturers also operate stock departments, through which they carry on a wholesale business; some also handle the shoes of other manufacturers. Direct sales, finally, have doubtless been increased through the policy of certain manufacturers of branded shoes to sell through exclusive retail agencies which frequently handle the product of only one manufacturer. In such cases the orders are, of course, sent directly to the manufacturer.

Concentration of Purchases

To what extent does the successful shoe retailer concentrate his purchases—that is, make a practice of buying from only a small number of manufacturers and wholesalers? One retailer, whose annual sales amount to only \$11,000, reports that he buys from twenty-five firms. Another retailer, whose annual sales amount to over \$500,000, states that all of his shoes are bought from six firms. These are both exceptional cases. The average shoe retailer buys from less than a dozen manufacturers and wholesalers; many retailers buy from not more than four or five, and some from only one. Ordinarily the large store, featuring novelty styles, purchases from the largest number of sources, but it is seldom that any retailer buys shoes from more than twelve or fifteen different sources.

During the last ten years, it is stated, shoe retailers have been concentrating their purchases more and more. The information that the Bureau has received shows a noticeable tendency among the shoe retailers in each grade to buy from fewer firms. In many stores where the volume of sales has remained about constant during this period, the proprietors now buy from about two-thirds or one-half as many firms as at the beginning of the ten-year period. Even when the volume of sales has decidedly increased it is only in exceptional cases that a retailer now buys from a larger number of sources.

The tendency to buy from fewer and fewer sources is most noticeable in stores selling medium-price shoes and least noticeable in stores selling high-price shoes. This is probably due to the fact that the stores selling high-price shoes commonly feature novelties and therefore seek a wider variety of styles.

A shoe retailer with a small volume of business generally finds it to his advantage to buy from only a few wholesalers and manufacturers. At best his orders are small, and unless they are concentrated

they are of little interest to any one manufacturer or wholesaler. The dealer who buys from a few sources asserts that he receives more valuable suggestions and advice from the salesmen, better service from the manufacturer or wholesaler, and frequently better terms of credit. The manufacturer or wholesaler gives better terms of credit in such a case, because concentration of purchases reduces the risk to the creditors. A shoe retailer who has a large number of creditors, to many of whom he owes only a small amount, is likely to be thrown into bankruptcy in case of temporary financial embarrassment by the pressure of these individual creditors. If his creditors are few in number, on the other hand, in case of emergency they frequently can get together and arrange to save the business from bankruptcy to their advantage as well as to the advantage of the retailer himself.

Buying from Travellers, by Mail, and by Visits to Manufacturing Centres

A shoe retailer generally gives his first orders at the beginning of each season to travelling salesmen of manufacturers or wholesalers. Somewhat over one-half of the stores send in their re-orders and "fill-in" orders by mail. Initial orders, however, are very seldom sent by mail, and even re-orders are frequently placed through the travelling salesmen who visit the store. There is practically no difference between the most successful and the least efficient stores as regards the proportion of their merchandise bought through travellers, by mail, and by visits to the primary markets—the manufacturing centers.

The retailer who visits the primary markets or who sends his buyer to the primary markets is generally seeking to learn the style tendency. By looking at the lines of leading styles of manufacturers and inspecting stocks of shoes and garments displayed in the leading stores in style centers, he forms an idea regarding which styles are likely to be popular. Women's shoes vary in height, color, pattern, and material according to the length, shade, and style of garments, so that general style tendencies have a vital bearing on shoe styles. The practice of visiting primary markets, therefore, is chiefly found among the large stores featuring style novelties.

While the proprietor of a successful small or medium-size business of course tries to meet the demands of his customers, he realizes that the bulk of his demands will not be for the extreme styles and that he cannot afford the risk of loss through depreciation which is involved in handling novelty goods. By confining his business to supplying lines and styles that are well established, he occasionally loses a few sales to customers who demand novelties, but he protects his profits and keeps on hand merchandise that is worth at least approximately what he paid for it.

It is seldom that a retailer with a volume of business of less than \$30,000 visits the primary market to buy merchandise. Not only are the periodical trips too expensive for him, but he can learn quite satisfactorily from the travelling salesmen what styles are to be popular for the trade to which he caters. His demand is not primarily for the newest style, but for styles already established; for he cannot by himself introduce new styles or successfully carry a stock of extreme styles of any sort. He must follow the few stores that are recognized as style leaders after certain styles have become well established by them. An agent of the Bureau found one store that was just go-



Store of the Moyer Shoe Company, 266 Portage Avenue, Winnipeg. Under the management of Mr. W. A. Moyer the business in this stand has increased in leaps and bounds. This year Mr. Moyer is out to break all records.

ing into bankruptcy because of the proprietor's failure to realize that fact. This case is probably typical of many others constantly recurring throughout the country. This particular retailer, having a call from two or three customers for a certain shoe of an extreme style shown by large stores, would immediately order a stock of those shoes. He would receive the stock just in time to sell a few pairs before the demand for the novelty fell off. He of course then had a considerable quantity of these shoes left on his hands to be sold at far less than they had cost him. He had repeated this process so frequently, in his desire to emulate the big downtown store, that the profits from the sale of shoes in staple and well-established lines were lost through the depreciation of the stock of novelties.

Size of First Orders

When a new season opens, the retailer faces the problem of determining what proportion of his estimated sales for the season he will provide for on his first order. One retailer reports that after taking inventory, he orders at the beginning of the season all the merchandise that he expects to buy during that season. The proprietors of most of the other medium-price stores, while occasionally ordering 75 per cent. of their total estimated sales on their initial order, usually buy on the first order from 35 to 50 per cent. of the quantity that they expect to order during the season.

The retailer who makes a practice of placing full orders at the beginning of a season necessarily pays attention primarily to moving the stock on his shelves, with little reference to any new demands that may develop among his customers. The retailer who places smaller initial orders, on the other hand, can follow the trend of style more closely and adjust his stock more readily to supply the shoes that his customers want. The annual stock-turn is higher in stores that do not place full orders at the beginning of the season.

The retailer who makes a practice of placing fall orders at the beginning of a season necessarily pays attention primarily to moving the stock on his shelves, with little reference to any new demands that may develop among his customers. The retailer who places smaller initial orders, on the other hand, can follow

the trend of style more closely and adjust his stock more readily to supply the shoes that his customers want. The annual stock-turn is higher in stores that do not place full orders at the beginning of the season.

One-half of the most successful stores state that at the beginning of the season they give orders for less than 35 per cent. of the estimated season's purchases. Over two-thirds of the less efficient stores, on the other hand, place much larger initial orders. The poor showing of this latter group cannot, of course, be attributed entirely to their buying methods, but the facts seem to indicate clearly that their buying policy is at least partially at fault.

There is a limit, of course, below which the initial orders cannot advantageously be reduced. One retailer, for example, states, "I have never found it to fail that the loss of sales is due to goods that the wholesale people cannot keep in stock. The demand for the shoes is not only with me, but with all merchants in my section of the country. If I have plenty of goods to go over the first-run, I can size up a little later much better, after the wholesaler has had a chance to renew his stock. I have found that it does not pay to buy from hand to mouth. At the first of the season, when my goods are all in, I have from one-fourth to one-third of the goods in the stock room. Every Monday morning I go through the entire stock and fill in the sizes that have been sold out the week before. If I find my stock room is running low I buy for it, keeping a supply there until the season is one-half over, when I let it run down, except on staples."

To keep track of the demands for styles not carried in stock, another retailer makes a note of every customer who enters the store to purchase and leaves without buying. By putting down the item called for and the reason for not making the sale, he has a memorandum which shows at once when frequent demands are made for some style not in stock and if it is not too late in the season the retailer can then order a supply of that style.

By buying moderately on the first order and then watching their sales and stock closely, the best retailers most surely guard against the accumulation of slow-movers and dead stock. By keeping a record of sales by styles, taking frequent size-ups, and recording the orders for each style by size and width, they can readily provide for the needs of their trade and keep their stock clean. A summary at the end of the season of the sales of each style and the stock on hand furnishes a highly useful guide for placing the orders for the new season.

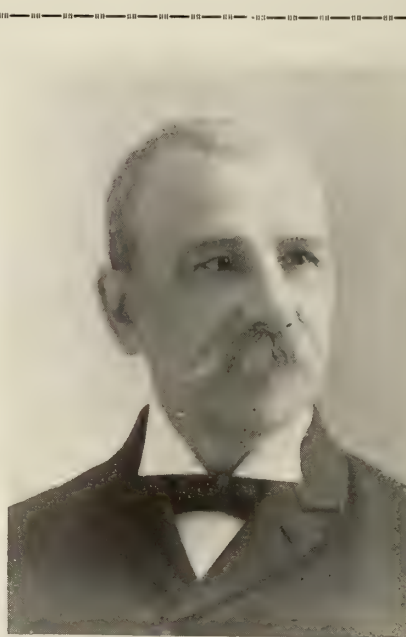
Cash Discounts

Cash discounts are offered to a retailer by a manufacturer or wholesaler for the prompt payment of bills. These cash discounts range from one-half of one per cent. to ten per cent. for payment within a specified time. The cash discount period, or the time within which payment has to be made to secure the discounts, is generally ten days from the date of the bill. A cash discount of 2 or 3 per cent. in ten days is the ordinary rule in the shoe business. The credit period, or the time within which the retailer is expected to pay the bill if he does not take the cash discount, is from thirty days to six months. In general, however, the terms are thirty or sixty days. The differences in the rate of discount and in the time allowed for payment vary according to the size of the order,

the financial responsibility of the retailer, and the credit policy of the individual manufacturer or wholesaler.

A large retail shoe store, with a high credit rating, generally receives the most liberal terms. Such a store frequently not only receives, but insists upon receiving these liberal terms. In some department stores, for example, the buyer in charge of the shoe department is required to secure a cash discount of at least five per cent. on the goods that he purchases. This discount is charged against his department, and if he does not obtain it, the nominal profits of his department and his standing with the management are materially affected.

Liberal credit and discount terms are also granted to all their customers as a matter of policy by certain manufacturers and wholesalers, who take this means of increasing the number of outlets for their goods and thereby securing at least a temporary increase in their volume of business. Such a policy ordinarily increases credit risk and is of doubtful advantage, since it encourages numerous inexperienced men to engage in the retail shoe business, and among such inexperienced retailers failures are most numerous. Large stocks of shoes on retailers' shelves do not necessarily mean a large volume of sales to the public. Unless the shoes are bought by the public and thus moved from



Mr. C. A. Senez, well known roadman, who is carrying in the Maritime Provinces the samples of Home Shoe Limited, Montreal.

the retailers' shelves, the manufacturer or wholesaler has nothing more than a temporary advantage, for no re-orders will be given while the stocks are sufficient to meet the demands of the trade. Manufacturers and wholesalers who make it a rule to grant liberal discounts price their goods accordingly, so that the net cost to the retailer is generally as great as the net cost of shoes of equal quality from other manufacturers and wholesalers who give smaller cash discounts.

In addition to the regular cash discounts, manufacturers and wholesalers frequently give post-datings on initial orders, so as to encourage the retailer to give his order early in the season. By stimulating early ordering, the manufacturer helps to even the load on his manufacturing capacity. The intensity of his

peak load, at the height of the season, is lessened and the plant is also operated more nearly at full capacity during the slack season.

On the early orders on which post-datings are given, the goods are manufactured, shipped to the retailer in advance of the regular season, and the bill dated two or three months ahead. If the retailer sends his check within ten days after the date of the bill, he receives the customary cash discount. If he does not take the cash discount, he has the customary credit period of thirty or sixty days from the date of the bill. By receiving the goods which are shipped early on bills dated ahead, a retailer may be able to sell some of the shoes before the regular season opens and possibly determine to better advantage the styles that are to be most in demand. This aids him in placing his re-orders. By receiving the extra credit afforded through the post-datings, the retailer incurs no additional financial burden. More than 75 per cent. of the retailers report that their bills are dated ahead, usually thirty, sixty, or ninety days. The manufacturer who gives post-datings to his customers is practically lengthening the credit period while nominally maintaining his customary terms of credit.

The cash discount is a substantial premium for the early payment of bills. Less than two-thirds of the shoe retailers, however, take all their cash discounts. Among the medium-price stores and high-price stores a larger proportion take all their cash discounts than among the low-price stores. Among the low-price stores, largely because they are smaller and have more meager capital resources, the proportion that take practically no cash discounts is greatest.

Many a retailer fails to realize the actual loss that he incurs by not taking all of the cash discounts that are offered on the merchandise that he buys. By not taking these discounts, he increases the cost of the merchandise and reduces his profits. In many cases a retailer who does not take all his cash discounts would gain by borrowing from his bank, if necessary, to enable him to take them, even if the local rate for money be as high as 8 per cent. For example, money borrowed by a retailer for three months at the annual rate of 8 per cent. requires an interest payment of only 2 per cent. If the retailer borrows at this rate to take advantage of a 4 per cent. cash discount offered by the manufacturer or wholesaler, he will save 2 per cent. on his money. Even if he is unable to take up his note until the end of six months he will still be as well off as if he had failed to take his discounts when they were offered at the beginning of the season, and by taking his discounts he maintains his credit with the wholesalers and manufacturers from whom he buys.

(To be continued.)

Conditions in Montreal

Shoe manufacturers in Montreal and Maisonneuve are busy in spots. Fall orders are coming in freely with some firms, but others say that trade is slow. The rumored embargo on United States shoes has had the effect of diverting orders to Canadian manufacturers which would otherwise have gone to the States, the buyers evidently not wishing to take chances of their orders being held up. The discussion of the subject has led to some retailers giving more consideration to Canadian products, and there have been a certain number of enquiries as to the possibilities of Canadian firms executing orders. The shoe findings and last

houses report a satisfactory business, one last manufacturer working overtime. Leather prices are reported to be firm, with a fair business. Calf skins have again advanced, and other leathers will probably, said a tanner, respond in sympathy. The great demand is for colored leathers.

The Sugar Used by Tanners

THE good citizens of Orillia, Ont., having heard that tanners were using large quantities of sugar in the manufacture of leather, have been discussing the matter so feelingly during the recent past that the Orillia "Packet" was moved to conduct a little investigation into the whole matter. "Why should this use of sugar not be stopped if there is a shortage for domestic use," the citizens frequently asked. So the "Packet" got busy and wrote to one of the large tanning concerns who were alleged to be using sugar by the carload for this purpose. The reply received from the company is as follows:

"We are not aware of any tanners using cane sugar in leather. The term 'sugar' is commonly used in referring to the article used in the manufacture of leather, but this is, in fact, not sugar at all, but a product made from corn. We are sending you a sample. It is not edible, and would hardly be suitable for use in tea or any other drink. After extracting the starch and corn syrup ingredients from the corn, the product is made called 'grape sugar,' or 'tanner's sugar,' like the sample we are sending you. It is sometimes made in a syrupy form and when made edible in that form is used to some extent by confectioners. Either in the solid form or syrupy form it has a slightly sweet flavor. The price in the solid form is ordinarily about 2 cents per pound and, properly used in a small quantity, is good for leather, and is used almost universally by tanners of heavy leather, as it tends to make a firmer piece of leather, firmer flanks, and without in any way injuring the quality of the leather. We ourselves have never used any cane sugar in any form, and we do not know of any tanner who ever used it."

The "Packet" extended a cordial invitation to all who might wish to call at the office and taste the sample of "tanners' sugar."

Employee or Fellow-worker—Which?

A MERCHANT out West would frequently train a salesman, only to have leave his employ, usually for unexplained reasons. The salaries he paid were good, he knew, but still the clerks kept leaving. Finally he asked the last man for a straightforward explanation. He found that, in the estimation of the sales people, while he was generous in the matter of compensation, he failed to sense a deeper relation between employer and employee. He did not see the need for treating his salesmen in a friendly manner. What they particularly resented was his lack of the ordinary courtesies toward them—the cordial "good morning," for example. While the slightest error was rebuked and corrected, good work never brought forth a word of praise. All this was a revelation to the retailer. He was far from being a grouch—his manner of acting was just "his way." However, he began to study the problem and to treat his clerks in a different manner. In a few months he had a contented, loyal and hard-working force because he had learned to say "good morning" and to give just praise when it was due.

PROMINENT TORONTO SHOE RETAILERS



Mr. G. J. St. Leger, president St. Leger Shoe Company—In business in Toronto for 40 years. Five chain stores—also do jobbing business.



Mr. Walter Burnill—Learned the trade in England; in business in Toronto since 1899; conducts one of the best repair shops in Toronto; ardent association worker.



Mr. C. E. Blachford, vice-president H. & C. Blachford, Toronto. In business in Toronto for 54 years. Father of Lieut. Howard C. Blachford, now in France.



Mr. Joseph Johnson. After 28 years on Parliament Street, Mr. Johnson is taking a well-earned holiday.



Mr. Warren T. Fegan—32 years at 88 Queen West—one of the most successful and best known retailers in Toronto.



Mr. S. B. McCall—In shoe business in Toronto 21 years; for last nine years head of the McCall Shoe Company.



Mr. H. P. Blachford—President H. & C. Blachford; present firm established in 1864.



Mr. Johnston Carey—In shoe business since 1872 occupies oldest shoe store site in Canada. His son, A. C., now in Edmonton.

PROMINENT TORONTO SHOE RETAILERS



Mr. J. C. Budreo—a shoeman for 25 years. In business for himself 16 years. A successful retailer and an encyclopedia of ideas and experiences.



Mr. L. L. Ward—Manager Invictus Shoe Store—formerly with Walter Burnill and previous to that with Regal Shoe Store.



Mr. H. W. Russell—In business 21 years; 16 years at 292 Yonge Street. An orthopedic specialist and a retailer who can make shoes as well as sell them.



Mr. Fred Blachford—secretary H. & C. Blachford, Toronto; son of Mr. H. P. Blachford.



Mr. J. H. McLelland—297 Danforth Ave.; gained early training in Warton, Ont., and Toronto stores. Since opening for himself has achieved enviable success.



Mr. P. S. Blachford—Served apprenticeship with Minister-Myles; for last 8 years in present stand, 748 Yonge Street.



Mr. A. Levy—A shoeman of 30 years' experience. Came from New York 16 years ago—in present stand 7 years. An energetic retailer who put the "earn" in turnover.



Mr. C. W. Elliott—In shoe business for many years and for past 6 years retailing in Toronto.

PROMINENT TORONTO SHOE RETAILERS



Mr. T. H. Bigwood. Three years on Queen Street; 7 years on Yonge Street and 2 years at present store on Bloor Street.



Mr. J. H. Wood. 12 years on the road with Slater Shoe; conducted Slater Store on Queen Street, and three years ago opened at 215 Roncesvalles Ave.



Mr. J. W. Jupp. Carrying on the business established by his father thirty years ago. Doing a fine family trade on Queen East.



Mr. J. L. Chisholm, partner, M. & J. Chisholm. Entered shoe business 1899 with St. Leger. Later with Regal, Royal and Invictus in the latter store as manager.



Mr. P. J. Rowan—Manager Slater Shoe Store for three years. Formerly manager at Hamilton for 4 years.



Mr. M. S. Chisholm partner M. & J. Chisholm. Wholesale in 1903, went in brother's store (Mr. A. Chisholm) in 1905. Took over business in 1917 with J. L. Chisholm.



Mr. Geo. St. Leger—general manager and treasurer of St. Leger Shoe Co.—Largest chain store business in Canada—Five fine stores in Toronto.



Mr. Ed. Cook. Proprietor Owl Shoe Store; in shoe business all his life; started with J. P. Cook & Company, London. Opened the Owl Shoe Store in Toronto in 1911.

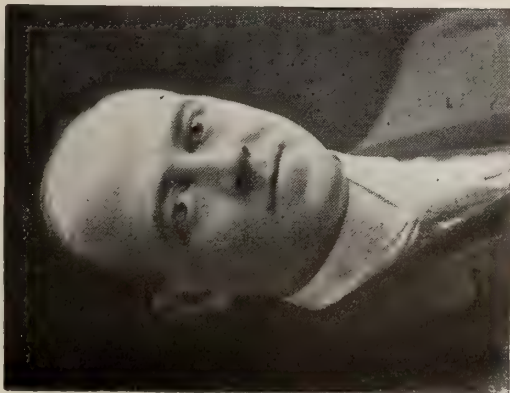
PROMINENT TORONTO SHOE RETAILERS



Mr. F. C. Henry—with Mr. Warren T. Fegan at the Big 88 since 1897; now has an interest in the business.



Mr. H. O. Doran—18 years with Mr. Warren T. Fegan—taken into the firm a short time ago.



Mr. S. C. Parks—10 years at 1224 Yonge Street. Previously in charge of shoe department of Robert Simpson Co.



Mr. E. C. Tripp With Warren T. Fegan, Big 88 Shoe Store, for several years; now one of the partners.



Mr. N. A. Roy twenty-five years in the shoe business; in present store at 1086 Bathurst Street for 9 years. A great friend of the children as well as the grown-ups.



Mr. R. S. Ritchie Thirteen years in the shoe business—started on Yonge Street, but moved to western section seven years ago. Business growing with the surroundings.



Mr. John Brotherton—20 years at 550 Yonge Street; two years ago moved into fine new store 578-80 Yonge Street Strong on sporting goods.



Mr. Geo. W. Warriner Formerly in manufacturing, afterwards conducted one of the largest repair shops in Toronto five years ago commenced retailing exclusively.

PROMINENT TORONTO SHOE RETAILERS



Mr. V. E. Taplin—Proprietor of the Natural Tread Shoe Store. Energetically devoted to all matters pertaining to higher foot efficiency and comfort.



Mr. H. J. Johnson—Son of Joseph Johnson, 479 Parliament Street; in business for himself at 278 College Street since October 15, 1917.



Mr. J. E. Spider, 1474 Yonge Street—Early training with Hanes & Lockett—7 years with McCready, Montreal—3 years in business for himself.



Mr. S. S. Weaver—established present Queen Street store 5 years ago. On account of his son's enlistment has just sold out.



Mr. Bart Sproul—496 Bloor Street West; 5 years in present stand; formerly with McCull Shoe Store—high-class store in a splendid district.



Mr. Geo. Chambers—partner in the firm of Kilgour & Chambers; formerly manager of the Regal Shoe Store.



Mr. A. T. Widdowson—Progressive retailer in eastern section. Started in the wholesale, 12 years ago; later served in several retail stores opened present business in 1914.



Mr. Joseph Davis, 338 Queen East—Practically all his life spent in the shoe business. Ten years in retail business on Queen Street.



A recent photograph of the interior of the "K" Boot Shop, Vancouver, B. C. This is a splendid store—backed up by good advertising—reliable footwear and capable management.

Eliminating the Mail Order Evil—It Can Be Done

An Answer to the Retailer who says it is a Hopeless Task—No Mail Order House Could do Business on its Own Merits in Average Town—Only Chance is Through Their Pictures

By A. L. Wright

"I T can't be done," is what they said. "Better leave it alone." "No," said he; "I'm going to show them. I'm not going to lie down. That is not my way. I'm going to start something, and, where it's started, it will never stop till it cleans this whole thing up."

This mail order competition is to the great bulk of shoe retailers (as well as dealers in other lines) in most of the average size and small towns throughout the Dominion the burning question, usually conceded as hopeless and generally given up as unanswerable. Many good suggestions and plans of procedure along the line of meeting and overcoming this competition have recently been put forward by advertising agents in addresses to big representative meetings of advertising men, manufacturers, wholesalers and retailers, usually on the American side, throughout the Middle and Western States. Invariably they contain truthful and strong fundamental policies, but the writer has many times wondered if other readers of these addresses have finished their perusal with the same conclusion that forces itself upon him, namely, that they are not practical, not applicable to the small community dealer's problem. Did it ever occur to you that the large cities, and particularly the home cities, of these giant mail order houses feel little or no competition from these big concerns in their midst? In fact, it is well known that they do little or no business in their own cities, but thrive and fatten on the countryside all across the Dominion.

As an instance of what can be accomplished by determined effort the town of Progressville, which had this very problem before them, decided to tackle the dilemma along altogether new lines. Its six different shoe dealers were much amazed one afternoon each in turn to receive a call from Shoeman Smith, a recent comer among them, with a request as unusual as the visit of a competitor was to their stores, namely, that each of them signify his intention to be present at 8 o'clock on the following Thursday evening in the lodge room of a local society to arrange a campaign of advertising and joint co-operation in buying, setting of standard prices on staples, etc., in order to combat the ever-growing mail order business in their community. No time was lost by Smith, who, having fathered the idea, naturally fell into the role of spokesman in announcing that the real purpose of calling them together was to form an organization of the shoemen of Progressville to arrange with the grocers and dry goods associations a plan of campaign against the serious inroads already being made by the mail order houses into the legitimate trade of the town. He outlined his plan, which was to secure a man to direct operations, who would interview the two local weekly newspapers to get their assistance and co-operation in a plan of attack, namely, to make their every fourth issue a specially enlarged "merchants' value-giving number," one paper to use the mid-month and the other the month-end issues.

There must be a reason for this. In fact, it is more

than a reason. It contains the fundamental idea and secret of the growth and power of the big mail order house (and to think that their claim of bargains is very largely a misnomer!). They offer their merchandise through a very cleverly illustrated and highly colored, fascinating picture book, that has so much charm of appeal; that shows a very striking English type of young man in a very natty Scotch tweed suit at \$9.75, and a page or so farther on uses the same cut to illustrate a \$25 suit. You see, **they make a sale without having to show the article to the purchaser.** It's all as plain as daylight—\$25 style suit per the picture \$9.75. Even after the delivery of the suit, the customer (in almost any case not an expert) could not state positively the quality of cloth and the exact value of his suit, all the more so as he has no other suits before him to compare qualities and values by.

Selling by Pictures

Do you think for a moment that a store filled with mail order clothing, at mail order prices, could be opened up in one of our average towns in Canada on a good business street and do business on its merits? No; **their only chance is through their pictures of goods.** Look up any of their grocery lists; take any standard trade marked line—canned goods, jellies, soaps, cereals, etc. They quote no lower prices than your own grocer who delivers to you in an hour's time and grants you a month's credit on the same lines. Any trade marked, named article costs you the same as any retail dealer will sell it to you for. But in some cases, as in piece goods, cottons, etc., great buying power enables them to take whole factory outputs or big lots of seconds at a very keen price. These rare instances give color to their claim for lower prices, but they never mention the fact that their costs of handling and doing business, rents, etc., are many times greater than that of the rural storekeeper.

Now that we have pretty well exploded the claim of great advantages of the mail order side of the question we will turn to the problem of how to turn the above to our advantage—which is where everyone stops and lets go. But we don't propose to let go. The big proposition is to win the public—our farmers, our factory workers, our townspeople—to take our view of the proposition. If we could only get them all thinking our way about it, to hold a clear, unbiased view to see that their safety and real advantage lies in "seeing before buying," we would have very little competition of that nature to meet, and every town and every community would have its whole and proper legitimate population to do business with. However, here is where we retailers fall down. We are not putting up a "counter claim" against the mail order proposition. We let the public decide that what their catalogue says is gospel, and the retailer in their town is only a parasite, with his high quality goods and his prices in keeping with same, and only keeps alive because of a few unthrifty, extravagant people who are not alive to the great opportunities for saving by buying everything from the mail order house.

Now, no one retailer can successfully educate the opinion of the whole rural population of Canada, but the whole fifty or sixty thousand retail storekeepers in the Dominion, if banded together, not in a great, big single association that makes the effort too vague and too general, and has no local force, but if every town of a thousand population and upward to the large cities had a retail shoemen's association, a retail clothing association, a grocers' association, etc., composed

of the whole six or eight shoe men in the town, or the four or five clothing men in the town, each line being organized separately, but very often making a joint meeting of all the trades on any important advertising scheme or big problem that concerned the whole retail trade of the town, such a matter as the one before us could be intelligently met and a united effort made to meet and offset the bad effects of the mail order trade, which already has really gotten its innings because of the lack of unity among the retail storekeepers all over the country.

These issues were to carry a special section of advertising, in uniform sized spaces, under a yearly contract at a very low rate, because of the combined bulk of the thirty-two different advertisers. Each was pledged to offer in each fortnightly issue some special value, to illustrate it with a good cut, and quote prices on every article advertised. The special advertising sections of these semi-monthly editions were not to interfere with any merchants' regular advertising. The newspapers, in return, agreed to print, on the front page of the special editions, a strong argument against the fallacy of hoping to increase one's buying power by shipping every spare cent away to the distant cities.

Smith also proposed to announce a tremendous send-off for the innovation by proclaiming June 1 as Progressville's Great Dollar Day, every tradesman to lend every effort to put on a big variety of special values for a dollar. A fund, jointly subscribed to, was used to engage the local band for the afternoon and evening to meet the incoming trains to make two parades of the business section and to give an evening concert in the town park at which a speaker would address the crowd on a general argument in favor of the convenience of shopping in Progressville and make a tactful comparison of values to be had in town as compared to the doubtful policy of buying by mail. A thorough and complete list of heads of families, both throughout the town and countryside, was secured,



Mr. W. B. Parvin, who has joined the staff of Ames-Holden-McCready and will go out from Toronto. He is a thorough shoeman with 24 years experience in England and 5 years in Canada to his credit. He learned shoes "on the bench."

and all not appearing on the mailing lists of the papers were mailed special copies.

Needless to say, the dollar day brought the crowds. The stores displayed such signs as the following: "Make up your mind to buy in Progressville," and "See it before you buy"; "You don't want cheap goods, you want good goods"; "You get the best in Progressville at a rock bottom price"; "Where you buy mail order goods you don't see what you are buying," etc. Free copies of the first special circular number of the Progressville News were put into the hands of all visitors.

A more excited and enthusiastic crowd would be hard to find than that which filled the trains out of town and occupied every roadway leading to villages and countryside that night. In every mind was the same impression—that Progressville merchants had

good goods at low prices, and their big effort to get acquainted with the people had made a very favorable impression. They felt that, after all, the advantage lay with the honest, progressive men who had given them a good day and demonstrated their ability to provide them with dependable merchandise at rock bottom prices, as low as any mail order house in the Dominion; offered their lines for inspection before purchase; and gave a far better personal service at no more cost than the mail order. To-day Progressville is known by the travellers as the one sure spot for big business, while the big McLaughlin car standing outside of the mayor's office at the city hall is found upon enquiry to be the property of "Jim Smith," mayor of Progressville, all-round, good fellow, and the man who had an idea that he could do things and had set about doing them, despite the settled convictions of the majority that it "couldn't be done; better leave it alone."

Woman's Place in the Business World

Present Conditions Make this a Vital Question—Women Workers Have Shown Splendid Initiative in War Work—Their Business Acumen Being Gradually Recognized

A TORONTO merchant was asked the other day: "Why do you have women clerks and what kind of a success are they?" His answer was: "Nine out of every ten men who come in here (it was a gents furnishing store), like to see women clerks in place of the men who should either be at the front or doing some other more important war work. I am quite satisfied with them."

However, with the average retailer it is simply the fact of not being able to get men that renders it so necessary for him to give serious consideration to the hiring of women clerks. Under the operation of the Military Service Act no fair-minded individual will condemn as a slacker any male clerk of military age for the reason that, if he had been eligible, he would have been drafted into the ranks long previous.

Toronto shoe retailers, it has been noticed, have felt the pinch, and women clerks are found in a great many stores. In all fairness of judgment it must be said that, as a rule, they are more courteous and painstaking than the average male clerk and, while their knowledge of leather and shoes may be a minor quantity at the beginning, there is no reason why it should not develop very quickly. We must not confuse the woman clerk, of the calibre necessary to successfully sell shoes, with the slipshod and haphazard shopgirl dispensing pins, sheet music and ribbons in the downtown stores. Experiences with this type are not always agreeable, but should in no way prejudice our attitude toward women clerks in general.

Many of the Canadian electric railways have found women conductors very satisfactory and reliable. The manager of one road said there were some who indulged in skylarking and were habitually late in reporting for work, but these were quickly weeded out, and it is believed the balance will be equally as successful as men. As a matter of fact, the list of occupations into which women have entered since the beginning of the war is almost too lengthy to enumerate.

"The Woman in Business" was the subject of an

address before a gathering of Virginia shoe retailers, not long ago, by Mrs. H. F. Ball, who said:

Not so very many years ago, had one broached the subject of women in business in an average assembly, the very first comment would very likely have been, "Women in business?" Women have no business in business." And this summary disposal of the matter would have been just as likely to come from a woman as a man.

Time and evolution of the race, the sex and business itself have changed that intolerant and short-sighted attitude on the part of the world. The great war by making men scarce or unavailable has speeded up the change, but it did not inaugurate it. The point of view had begun to shift before geographical boundaries in Europe commenced to waver. Facts are hard things to get around, and women in business—even big business—is a fact.

Recognition of Business Brains in Women

It used to be a favorite belief among those who took either a reverend or contemptuous view of the sex that woman had not a business brain. The truth is that women have always had their share of business brains, only they did not always get credit for it.

This factor has forced its own recognition gradually. Just in the last few months the B. & O. Railroad Company has discovered that girls make just as good clerks as men. It took the selective draft to make them see it though, and this big war before it ends will bring out the fact in this country as it already has in Europe, especially in England, that woman can do practically anything in a business way that man can.

What Women Workers Have Done for Britain

Take what has been brought about by war conditions in Great Britain alone. Since July, 1914, a total of 1,200,000 women have been added to the number formerly employed in finance and banking, commerce, the professions and industries, directly replacing a total of 1,236,000 men; that is, over a million and a quarter of these women are doing things which men did previously, and doing them as well, or they would

not be retained, for England's motto since she woke up to the war in earnest has been: "Business as usual with **intensive efficiency demanded**. Of the total number just given, those employed in finance and banking number 50,000, replacing 48,000 men; in commerce 307,000, replacing 307,000 men; in the professions 21,000, replacing 20,000 men.

Notable Business Women in America

In what is known as big business in which millions are manipulated, two names stand out pre-eminent, those of Hettie Green, who had millions, and manipulated them with all the acumen of a Jay Gould or a Russell Sage, and Ida M. Tarbell, who possesses the brain capable of sympathetically and understandingly following the threads of those manipulations and to write them so that he who runs may read.

Woman's part in modern business is indicated by the proportion of female students which is much larger than that of males at almost any business college.

Woman Paymaster in Navy

In the great department stores of the country women are very largely employed in responsible positions. Positions requiring sound judgment and the ability to make quick and accurate decisions. For instance, in many of these mammoth establishments women buyers are exclusively employed, it being found that their taste, skill and bargaining powers were greater than those of the average man who offered himself for the position. A recent example of a woman successful in business, the business of the navy, was the commissioning of a young woman as paymaster, the first case of the kind ever known.

The Red Cross is a living monument to women in business, the business of organizing, keeping alive and making a success of a great organization. Clara Barton needs no other shaft to her memory, and today the society is one vast army of business women, their business being the efficient care of the sick and wounded soldiers, and that they know their business it is hardly necessary to add.

There is no logical reason why women should not be a success in the shoe business. It is true, so far the field has not been invaded to any extent, but from the rank of efficient saleswomen of today, we are developing the women merchants of tomorrow. In the millinery effects in shoes as we are now experiencing, woman finds herself peculiarly adapted to the business.

Potentialities of the Business Woman

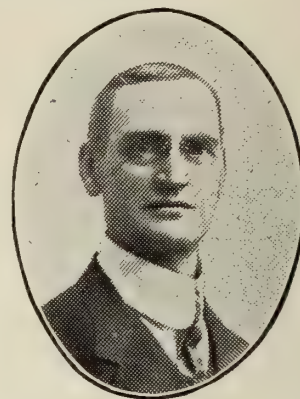
Business in the restricted sense of commerce and trade is not more engrossing, demands no more, than a professional or artistic career. To sum it all up, if asked the question whether I would recommend a business career to a young girl just starting out in life, I will say that if she possessed the right bent, the true inclination to the life, I would see no reason why she should not embrace a business career. If she fails, it will not be because of any mental incapacity to cope with business principles and methods peculiar to and inseparable from her sex, but to one or more of the many reasons which would have produced failure had a man been in her place.

If present conditions persist, and it looks now as if they would for some time to come, we are going to see more and more women in business. Whether they will have any business there will depend upon themselves, each one's intelligent choice of the particular business she is in and upon her willingness to devote herself singly and solely to that business

until she has grasped—its principles, mastered—a knowledge of its physical side, and prepared herself to speak with authority and knowledge when she decides the thousand and one things that come up daily for adjudication, upon any one of which may hang issues that will decide the fate of the business involved. But without her failures and successes, the woman in business is here, and here to stay.

Prominent Toronto Shoemen

Mr. J. McCullough in the shoe business in Toronto for twenty years



Lieut. Howard C. Blachford 17 years with H. & C. Blachford, Toronto; latterly buyer and manager of women's department, as well as treasurer of the company—Now in France with the R. F. C.

Making Army Shoes

In conversation with a representative of "Footwear," Mr. Fournier, manager of the Plessisville Leather and Shoe Company, Plessisville, P.Q., stated that the company were busy on a contract for 25,000 pairs of army boots. The company have also substantial orders for men's, boys' and youths' welts and McKays, with standard screw and loose nail goods.

One prominent shoe retailer states it is his policy to make a trip at least once each year to the factories which which he does business. In this way he keeps in touch with conditions and learns a lot about shoe-making. Manufacturers, he says, are always glad to welcome retailers at their factories.

Reports from the leading style centres indicate that black patent leather pumps and oxfords are having an exceptional sale.

Toronto Repairers' Purchasing Scheme

Live Association Has First Dance and At-Home—Trip
Through Tannery Has Been Arranged



RANKING among the most important business put through by the Toronto Shoe Repairers' Association in the recent past is the formation of a special purchasing department, composed of H. K. Hayward, J. W. Hendry, and A. E. Bro-

die. The idea of this department is to save the 5 or 10 per cent. often possible by purchasing in large quantities. Members of the association who wish to avail themselves of this privilege are required to deposit \$10 with the purchasing committee. This money is a reserve fund, or may be used as working capital in special cases. The usual procedure, however, will be for the members to pay cash in advance for everything, leaving the \$10 always on deposit. At a meeting of the members the purchasing committee may enquire how many are in need of certain supplies. The members will give their orders and the purchasing committee will do the buying, securing the accompanying discounts.

It had been felt for some time that the ladies should be allowed in one some of the good times enjoyed by the association, and with this in view it was decided to hold a dance and at-home on Wednesday night, May 8, at Forresters' Hall, 22 College Street. The affair was well attended, and as the special committee, composed of Messrs. Smallwood, Robertson, Hendry, and Butterworth, had arranged for good music and refreshments, the evening was quite a success.

The members are anticipating the arrival of June 12, on which day they will be the guests of Beardmore & Co., leather merchants, Toronto, who will entertain them with a trip to Acton, Ont., where the company's tannery is located. The visit should prove interesting and instructive.

Another Method of Fitting Soles to Turns

WHILE working in an up-to-date repairing shop a short time ago, the writer learned what seems to be the most correct way of fitting and finishing soles for turn shoes and McKays. Before working in this shop, which is the largest and most up-to-date shoe shop in a town of about twenty thousand inhabitants, I had never seen shoe soles finished before nailing or sewing on the shoe. The method is as follows:—For McKay shoes, remove the old sole and after smoothing out nicely, place on the new piece of sole leather and mark around the edge of the old sole to get the exact size and shape of the old sole, cut out both soles and fasten together with a couple of cobbler's nails, finish both at the same time on the finisher, the same as when finishing any other shoe sole, take apart and place in position on the shoe and it will be found that the soles fit better

and have a better shape than when cut in the old way. This method has another advantage, the edge does not have to be placed on the sand wheel after the nailing operation, which sometimes scars up the shoe upper. On some fine ladies' shoes it is hard to get a nice finish without scratching the upper, if the finishing is done after nailing down the sole.

Some repairers use paper for a pattern for getting the correct size and shape of the sole to be cut. In some cases this may save leather and time, but I have never used this method much. I like to place the shoe on the sole leather and make a mark on same with a sewing awl. If paper is used to make a pattern place the shoe on the last and hold a piece of paper firmly on the shoe. Press down all around so as to leave the print of the old sole on the underneath side of the paper, or use a fine rasp to rasp off the paper around the edges.

In half-soling turn shoes all the trimming and sanding can be done before sewing on the soles the same as on the McKay, but in doing this kind of work it is best to always take a keen edge shoe knife with a long blade and trim off the pelt or loose fleshy matter on the rough side of the leather. This allows a better finish and tends to lessen the bulky appearance at the edge which is so undesirable in a ladies' fine shoe.

This method of cutting and finishing soles, I think, would work successfully only on single bottom shoes, I do not think it would be advisable to try it on welts or any shoe where there was anything between the insole and the outer sole.—Shoe Repairer.

Keeping Down Combines

SPEAKING to the debate on the budget presented in the House of Commons a few days ago, Mr. D. D. McKenzie, Opposition member for Cape Breton North and Victoria, waxed sarcastic at times with reference to the activities of the members of the Cabinet. Particular attention was called to the operations of certain packers and provision dealers and "the way they have been grinding the faces of the poor and sucking the life-blood out of the country generally." Mr. McKenzie hoped something would be done to get rid of influences of that kind, to the end that the poor man might get dollar for dollar value, instead of having their pittance cut down, filched and stolen by men who are making their millions improperly at the cost and to the disadvantage of the people.

Now here's the contrast presented by Mr. McKenzie, in which he rakes the Minister of Labor over the coals. To use his own words:

"The Minister of Labor is a gentleman of wonderful activity. Nothing escapes him; when he finds out that trouble exists, he gets after it right away. The difficulty is that some things may not be brought to his notice. I wish to quote a letter which was read in the House yesterday as evidence of the eternal vigilance of

the Minister of Labor. The moment he scents trouble anywhere he puts his sword upon his thigh, strides boldly forward, and, caring not who is in his way, breaks down every barrier and smashes to pieces anything that may interfere with the regulations of his department. In this letter, written in December, 1916, he gives evidence of having discovered a combine in the city of Chatham—and his ardor was not as strong then as it is now. A dreadful combine was in process of formation in that city. Three men engaged in the shoe repairing business were concerned; they had no capital, but one of them had a couple of lasts and an awl, which was used jointly by the three, one lending it to the other as occasion required. Here is what the minister says about this combine:

"I am advised that a few days ago yourself and several others entered into an agreement to raise the price of shoe repairing in Chatham. I am enclosing you a copy of an order-in-Council, recently passed, whereby you will see that if any such agreement was made you have laid yourself liable to prosecution under that order. It prohibits the entry into such an agreement."

"This awful combine, this incubus upon the body politic, was discovered in the home city of the Minister of Labor; but he went after it promptly, and no doubt the awl and the lasts and the cobblers and everything else at once disappeared in smoke, and the place that knew them once shall know them no more for ever."

"But the difficulty in connection with the big guns, who are making millions, is that the minister does not hear anything about them."

There is much to be commended in Mr. McKenzie's remarks. The repairers of Chatham were justly entitled to an increase in prices at that time, which should have been readily apparent to the Minister of Labor. Leaving the larger profiteers out of the question altogether, munition workers have been drawing sums up to \$80 a week who, before the war, earned no more than shoemakers. The Minister of Labor apparently had not heard of this at the time of his attempt to prevent the Chatham repairers from making a living wage. Perhaps he doesn't know even yet.

Helpful Hints for Repairers

A NEW scheme for repairing McKay imitation welt shoes and thereby giving a better appearance to the shoes, is being practiced by a large shoe repairer who charges 25 cents extra. It seems that young ladies favor the idea to the extent that after once repairing shoes in that manner the next pair are invariably repaired in the same way, which all goes to show the superiority of the welt shoe, not only as to flexibility and smoothness inside, but particularly as to general outward appearance. The McKay shoes are provided with a welt from ball to ball, and this welt is tacked onto the insole with regular lasting-tacks driven in about one-quarter of an inch apart. The sole, after being grooved, is set to the shoe and outsole stitched, the same as a genuine welt shoe. It is surprising to note the difference between a McKay shoe repaired in that manner with one repaired in the regular manner. This novel way of shoe repairing, besides adding satisfaction to the customer adds to profits, while the work is easier and moreover this method advertises the welt shoe process—the best shoemaking process. At outsole stitching, a last is put into the shoe preparatory to that operation when a full sole is used, but when a half sole is to be stitched on, a last inside the shoe is

not needed. When a last is put into an old shoe it has to be a size smaller than the shoe and two tacks should be driven in at each side of the shank to hold the last in the shoe and to hold the upper away from the stitching line. These tacks should be driven in fully to their heads, as protruding tacks will engage the guard, in front of the looper, and interfere with the feeding movement or throw the shoe off the machine table. The tacks should be inserted into the vamp, below the vamp-seam.

* * *

The writer knows of a repairer who not only scours the heel edges, but the sole edges as well. The final setting on an edge that has been scoured is far superior to the setting on an edge that has not been scoured. It is, of course, possible to set edges fully as well as when paste edges are made, but the paste edge calls for more work than scouring. The writer would not advise scouring sole edges in shoe factories, as then the paste edge is best, but in repair work scouring will give the desired results and on cheap stock a filler, such as used in shoe factories, ought to be used on both heel and forepart edges. This filler is applied to a sponge and the shoe is rubbed against the sponge immediately after scouring.

* * *

After outsole stitching the surface of the welt should be rubbed down. This being done in shoe factories, it stands to reason that it should be done in repair shops, as the old welt calls for this rubbing process more than the brand new welt. A piece of wood or iron, or better still, a bone, is used and excessive pressure is applied in view of flattening down the stitches and thereby bringing about uniform appearance of the stitching line on the welt. A little wax may be applied to an old welt preparatory to this rubbing action and, needless to say, the old welt should be thoroughly cleaned off at the start. It pays to attend to this matter as well as to any other which might improve the general appearance of the shoe.

* * *

Keep the shafting clean by placing leather rings or rings of other suitable materials around the shafting. In revolving the rings are automatically vibrated from one end of the shafting to the other, or from pulley to pulley, and a bright shaft is then always the result at no cost whatever. A rusty shaft is often a hindrance, inasmuch as pulleys have to be sometimes set at different points on the shafting, and another reason why the rings are advisable is due to the fact that oil from the bearings will often follow along the shaft and drip down at various points.

* * *

If you are an expert at outsole stitching, regardless of how many outsole stitchers there may be around you, do not fear, for you will get most of the work, and the same holds true regarding edge-trimming. The people who know, such as the retail shoe dealers, department stores, and so forth, will beat a path to your door. There is a large percentage of shoe repairers who are weak on outsole stitching, edge-trimming, and dry thread stitching machines. These operations are of vital importance and modern shoe repairers should try to become experts at those three machines.—Shoe Repairer.

No matter how efficiently a store's publicity is handled, unless it is properly backed up in the store the best results cannot be secured.

The Process of Making Artificial Leather

NO material antedates leather as a very important human commodity and of all natural products it has perhaps had one of the most varied and persistent uses. Its value was established when man slew the first beast and took its hide for personal raiment, and it has been indispensable ever since. Nevertheless, there is such a thing as the law of supply and demand, and when demand gets a few laps ahead of supply, both in quantity and price, there is naturally bound to be a substitute material, the evolution of which is intended to lighten the burden on the original product. Substitute leather for shoes is not likely to attain any considerable degree of prominence in Canada since we are reasonably assured of a sufficient supply of leather to meet all requirements under present conditions. However, it may be well to consider the possible influence that artificial leather has had in conserving our leather supply for the uses to which it is most suitable. The immense requirements of the automobile and furniture manufacturers furnish a specific instance. It is said that the Ford factory alone uses 76,000 yards of leather substitutes daily. Other interests are using millions of square yards of leather substitutes in the manufacture of travelling goods, bookbinding, upholstery and other trades. Our governments have pointed the way by using substitutes for upholstery on all ships, motor trucks, aeroplanes and ambulances.

Process of Manufacture

In view of the use of artificial leather in trunks, bags and suitcases, which are handled by many shoe retailers, especially in the smaller towns, it may be of some general interest to know just how this substitute is made. The following description is taken from the *Du Pont Magazine*, Wilmington, Del.:

The leather substitute, like so many of our products, has its birth in the sunny southland, where the cotton of which it is made is grown and ginned. From the fields it goes to the mills, where it is carded and spun and woven into cloth. Both warp and woof are made of selected threads, for to withstand the hard usage it is to receive the finished fabric must be of unusual strength. All of this strong cloth must undergo a most careful inspection for any unevenness or other flaw in weaving which would effect the finished product.

The first step in the further preparation of this cotton fabric occurs in the huge dye vats where the cotton cloth is impregnated through and through with the dyes which give it the desired color. Here also the cloth is shrunk so that the finished material will not stretch or sag. The fabric is now dried by passing it over heated cylinders and is ready to be coated with the dissolved cotton solutions that give it the appearance and surface of leather. No pains can be spared in the preparation of these solutions, for on them depend the final success of the surface, and consequently the value of the fabric. The cotton is carefully purified to remove all traces of impurities, and is then nitrated by being soaked in mixed acids.

After many washings and careful drying the nitrated cotton is dissolved in chemicals of different kinds,

and carefully colored to produce the shade or tint desired. Different characteristics in the finished fabric are obtained by careful modifications of the solutions. The cloth is coated with varying amounts of the solutions by being passed through long machines that lay on films of even thickness and uniform quality. Some of the finished fabrics must be exceedingly thin and pliable, and require the use of light cloth and thin coating, while others must be thick and strong and require heavy cloth and thick coating.

The pyroxylin solution is applied in successive coats until a tough, wear-resistant surface is built up. The fabric now resembles leather in feel, color and texture and is ready for the graining which gives it the appearance of leather. This is done by an embossing process which is the last step in the fabrication of this leather-like material.

For the embossing, the natural markings of genuine hides are transferred to steel plates and rollers which reproduce them in the most minute detail. The plates or rollers are then heated, and by means of enormous pressure the natural markings of the hide are transferred to the pyroxylin surface of the fabric. The grain is embossed so effectively that it is as permanent as the material itself. The making of the artificial leather is now completed. The graining may be an actual duplication of the most elaborate Moorish leather where two color effects are essential, or of the characteristic markings of pig skin, alligator or other expensive leather, or it may be a purely conventional design. There is no grain needed for the many uses that it is not possible to supply.

The surface is finished in different degrees of lustre and a final and most exacting inspection marks its last plant process.

It is now put up in rolls of different lengths and widths and sent to the shipping room where it is wrapped and cased and sent all over the world for use in automobile and furniture upholstery, automobile tops, novelties, bookbinding, shoe uppers, harness, traveling bags and suitcases—everywhere, in short, and for nearly every purpose that leather itself is used.

The leather substitute so closely resembles the natural product that experts only can detect the difference. In feel, texture, grain and strength it is comparable with the natural grain leather.



Interior of the Yonge Street Store of Mr. A. Butterworth, Toronto. He is the gentleman blocking out most of the light—conducts three stores and is Treasurer of the Toronto Association

Standard Shoe Not Feasible

WHILE it is doubtful if the United States Government is seriously considering the marketing of a standard shoe, the rumor is eagerly pounced upon by the daily press in certain quarters—under the misguided notion, no doubt, that the “standard shoe” is a panacea for all shoe evils. As yet there is no intention on the part of the Canadian Government to seriously consider the standard shoe, and a prominent Hamilton manufacturer does not see how such a scheme could be worked out. “We are paying from two to three times more for materials than before the war,” he says, “and labor costs us at least thirty per cent. more than it did two or three years ago. The manufacturers would welcome any change which would result in the reduction of present prices of footwear, as existing high prices tend to retard business. People who formerly threw shoes away because of slight defects now get them repaired, but under existing conditions I cannot see how any great reduction in price can be made without sacrificing quality.”

Mr. Slater Makes a Suggestion

AFTER a short sojourn in the United States, Mr. George A. Slater, president of George A. Slater, Ltd., Montreal, briefly outlined some of his observations, having particular reference to spring and summer styles. He said:

One cannot but be impressed with the serious, yet cheerful, manner in which our friends across the line are handling the situation which has arisen since war was declared; and, while undismayed, I have come back somewhat lacking in confidence as to the part we as members of the Canadian shoe industry have played during the past three years.

Manufacturers, retailers, and even the buying public over there are seemingly a unit in their effort to embarrass the government as little as possible, by directing their efforts along lines consistent with the policy of “conservation with reason.” Quietly, yet persistently and amicably, all parties are working for the common good by endeavoring to eliminate unnecessary styles. Extreme high-cut patterns and freaky vogues are taboo; only a few shades of fancy leather are acceptable, but, of course, with these many tones can be procured, so that really no hardship is being worked on anyone, as the range is sufficiently elastic to permit the offering of a large variety. Many manufacturers of women's shoes are endeavoring to stimulate the sale of cloth tops, and the persistency which they show is creditable. Many manufacturers are risking the loss of a certain amount of business by exhibiting cloth tops to the exclusion almost of leather tops, in order to induce buyers to handle more fabric in their shoes. It is just this spirit of determination to work along lines distinctly patriotic that is going to make the United States part in the war so serviceable to the Allies.

Surely it is time for us to follow the example set by England, France, and the United States. In the two former countries it is absolutely compulsory to buy a certain amount of shoes in conformity with styles prescribed by the government. In the States the manufacturers and the dealers themselves are obviating the necessity for an arbitrary move of that sort. Let us show what we can do. The time is opportune; you are just about to place your orders for fall goods; buy well, but wisely; bulk your sizes on as few shapes of

lasts as possible; keep away from freaks; buy some fancy shoes, but feel satisfied before you do that they will not be shelf-warmers; leather is too valuable to serve that purpose; above everything else, endeavor to influence your customers to buy shoes that will give the best service for the money expended in their purchase.

My own efforts for some time past have been directed toward placing this organization on a war basis by the eliminating of waste effort and materials and the production of footwear designed to give a reasonable profit and the utmost satisfaction to all concerned. These efforts have been hampered by the enforced needs of the sales department, and I am now convinced that it rests with you to decide whether the decrees of custom established during normal times must be adhered to during a period in which adaptability is more essential than ever.

Business Must Be Kept Going

By E. M. Trowern*

THE pessimist and false economist is beginning to appear in Canada. His song is, Save your pennies, don't spend a copper; hoard your earnings; don't advertise; wear your old clothes, wear your old hat, look as shabby as you can; walk, don't ride; avoid anything that would sweeten life—even candy, and look as mournful and dejected as possible. This is the philosophy of the dyspeptic and the philosophy of “blue ruin.”

If everyone ceased buying and selling Canada would soon be bankrupt. Buying and selling to Canada is like the blood in the veins of the human body; stop its flow and you destroy life itself. The prosperity of Canada depends upon our keeping the “home fires burning.” Money must be kept in circulation. We must spend as much as we possibly can at home, but it must be kept in circulation. Money is never lost only when it is hoarded up by a miser who buries it in an old sock. The more hands money passes through the better it is for the community. It is far better to have the people rich and the state poor than it is to have the state rich and the people poor. The state can always tax the people or borrow their money, but the people cannot always borrow money from the state.

The people who are too old to fight and who realize that this war must be won are serving the state best by making money so as to enable them to contribute to the various necessary war funds. Those who go about moaning and groaning and preaching that all business activities must cease are the best friends that the “Huns” have. We cannot bankrupt Canada as long as Canada can grow wheat and produce, and supply the home market and the foreign nations with grain, timber, fish, minerals, and manufacture articles that we can make in competition with foreign markets.

We must now, more than ever, produce, not only to supply the boys at the front who are defending our shores so as to enable us to do business, but we must secure all the gold we can from other nations so as to enable us to pay our national debt. Our policy must be, Produce as much as we can for export; pay the farmers and the laboring men as much as we can possibly afford; manufacture as many goods as we possi-

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bly can right here in Canada, and encourage all the buying and selling that it is possible to do, giving the buyers and the sellers a fair profit for their labor, and in the pockets of the people, in as rapid and continuous circulation as possible in the home market.

It is rumored in some quarters that the government has under consideration the prohibiting of some lines of goods which may be considered as luxuries from being purchased in foreign markets. This is a question that must be handled with the greatest wisdom and foresight. To prohibit certain lines of luxuries and allow others to come in would soon disrupt the inland channels of trade and work a great injustice on many, and it would do, perhaps, more to spread the doctrine of "blue ruin" than anything that could possibly be done. To enable us to win the war we must be all kept busy and hopeful; we must be prosperous, and to be prosperous we must interfere as little as possible with the natural channels of trade. The channels of trade we are now operating under have not come about by mere chance; they are the result of the most practical and most economic methods, worked out through long

years of experience. The more restrictions the government places trade the more difficult and expensive they make it for buyers and sellers, as well as for the public generally.

Canada, with its immense income of millions of dollars, cannot possibly be bankrupted. The worst danger that confronts us is the danger that can be produced by those who spread doctrines of stinginess and fear, and who preach, "Save up your money; spend nothing; live as meanly as you can; close all the shops, and let all the retail merchants and their clerks go farming," and, on the other hand, these same people are very anxious to secure funds for the Red Cross or for patriotic and other purposes, and they urge the merchants and the manufacturers to contribute, which, to their credit, they have very generously done. To do our share still further, we must get our share of business, and to get our share we must be alive and active, and take our part in assisting the wheels of trade and commerce to revolve. If we are to win the war, which we must, "Business must be kept going," and to keep it going the fear-mongers must be "chained up."

Educating the Customer What Not to Expect

THE woes of the shoe retailer are often numerous and varied, but almost everyone can cite dozens of instances of unreasonable complaints relative to the service rendered by shoes. In different centres dealers have considered plans at various times to abate the nuisance, and, from time to time, different forms of educative propaganda have been distributed, all with a view to enlightening the consumer regarding what may reasonably be expected of his footwear.

Something of this kind has been started by the shoe merchants of St. Louis, who, a short time ago, compiled a folder small enough to be enclosed with letters, bills or other mail, outlining a dozen reasons which the customer should consider before making a kick about his purchase. This circular could well be adopted by every retailer who feels that his quota of "kickers" is exceeding the limit. The contents are as follows:

Foreword

Did you ever think that your shoes are subjected to harder wear and more abuse than any other part of your apparel? Imperfections in shoes may occur and will not always develop until worn. This booklet is given you with a desire for mutual co-operation between you and your shoe merchant. These twelve rules are suggested as a basis for adjustment of complaints:

No. 1—Shoe Values

Purchase best grades of footwear. It is economy to obtain high grade leather and skilled workmanship which will prove more comfortable and give better service. Save money, time and trouble by buying two or three pairs, then alternate in wearing and your boots will hold their shape better, wear longer and be more satisfactory in every way. When shoes prove lacking in service it is obviously unjust to ask your dealer to replace same with a new pair, as it is only fair for you to pay for the wear obtained.

No. 2—Leathers

Glazed kid is the most comfortable and wears. Gun metal or mat calf is heavier, not as easy, but adapted for rough usage. Most kinds of tan leathers lose their good looks if wet and should be worn only in dry weather. The surface is often burned by acid polishes and friction from the cloth in the hands of the boot polisher—in fact all leathers

are damaged from these causes. Tan leathers are not guaranteed.

Patent leathers are not guaranteed against cracking or peeling.

No. 3—Footwear Foreword

Heavy for rough wear, medium weight for the street, business or office. Ladies' thin turns are for dress wear and not intended for wet weather or constant outdoor use.

Cutting or defacing of uppers by wearing shoes in rough places is abuse on your part and your merchant should not be held responsible for damages of this nature.

No. 4—Fitting

Please remember that a size mark in a shoe does not indicate uniformity of size or width and you may observe a variance in the fittings, but should you insist on a fitting "too short or too narrow"—such fact ought to be plainly stamped on the linings and you cannot in fairness claim any redress thereafter.

Shoes worn out of doors or soiled on the bottoms are **valueless** to the dealer and cannot be exchanged for a new pair or full credit given, as they are unsalable. Hence the necessity of exercising great care in selection and in fitting. It is very important that you select the shoe most adaptable to your foot, if you have a short fat foot, don't insist on being fitted in a long vamp shoe. If your foot is long and narrow, avoid short vamp. Dealers cannot replace shoes because they do not "feel good." When you insist on taking the wrong shoe you do so at your own risk and discomfort.

No. 5—Button Holes and Eyelets

When button holes rip out, uppers tear, or eyelets pull away from the leathers, on account of unusual strain, or when back stays wear out from friction of the skirts of women or trousers of men, it is only fair for your dealer to repair these items at a reasonable charge, and—**important**—your shoes should be repaired by the store at which they were purchased, as every dealer realizes that it is necessary to repair shoes properly, as "cobblers" are liable to damage the stitching, causing rips.

No. 6—Upper Cracks and Sole Rips

Uppers will harden and crack from perspiration and your shoe merchant can not be held responsible for this fault. Rips in soles or uppers can easily be repaired at small expense. Their occurrence is unavoidable. You should allow your dealer to repair same.

No. 7—Counters

To prevent counters from running over, or losing their shape, have heels repaired as soon as the first lift is worn down. Wood heels have leather top lifts and should never

be allowed to wear below the leather. If the heel should break, which sometimes occurs, they can be replaced with new heels at a small expense to the owner.

No. 8—Inner Soles and Linings

The heat from your feet, or wearing boots in wet weather will cause inner soles to become depressed in spots under the ball joints or toes, causing lumps. In such cases, your shoe man can remove these lumpy places as often as required, and as the shoes are not at fault, you should not make claims for allowances owing to this condition. Linings will stretch, causing wrinkles, which can be removed by shrinking, but after the shoes are worn you should not expect new shoes on this account. The linings on the inside at the counters will wear out from perspiration and friction. Retailers are glad to repair same at moderate charges.

No. 9—Burnt Leather or Soles

When damp or wet, all leathers burn from contact with the slightest heat. Don't expect your dealer to resole "Burned shoes" without charge. When the shoes are wet put them on shoe trees to dry, and thus preserve their shape.

No. 10—Defective Soles

When soles are defective, it is only fair adjustment for you to pay your dealer for service received.

No. 11—Fancy or Novelty Boots

All shoes made from delicate colored leather or fabrics in tops or vamps are luxuries, only intended for dress wear and not for service. You should not ask your dealer for any guarantee on these "millinery shoes," realizing that wear is a secondary consideration.

No. 12—Semi-Annual Clearance Sales

These sales are made to dispose of odd sizes and discontinued lines, and customers are required to regard all sales as final. We trust the information herein contained may prove helpful to wearer and dealer alike, and reduce the economic loss which has gone so far as to become a hardship and a burden to your shoe merchant.

What Is a Shoe Lining?

WHAT is a shoe lining? Why, a shoe lining is simply a cotton cloth placed in the interior of the shoe to keep the foot from coming in contact with the leather. Correct! That's exactly what a shoe lining is, but only about 10 per cent. of what a shoe lining ought to be.

The Farnsworth, Hoyt Company explain that it is this failure on the part of the trade generally to realize the real function of a shoe lining which is responsible for the great loss of shoe service caused by poor linings. The term "lining" as applied to the shoe is a misnomer. A lining in the generally accepted sense of the term is seldom little more than a means of covering up seams and stitching and giving a finished appearance to the garment. Such a cloth is almost always light and fine and ornamental rather than serviceable.

Having taken the name of these lightweight materials, it is perfectly natural that a shoe lining should also partake of their nature. The ordinary shoe lining is very little stronger or more serviceable than an ordinary garment lining, yet it is no exaggeration to say that the strain upon the lining of a shoe is twenty times as great as that upon the garment lining—in fact, the shoe lining is subject to a continual strain of the severest nature, while there is very little strain at all upon the garment lining.

Suppose, for the sake of illustration, that a man should be picked up bodily by the collar of his coat, raised several feet from the ground, then let down, and the operation repeated many times every day, the strain upon the coat would then be somewhat similar to that to which a shoe lining is subjected. Needless to say, the coat would have to be made of a very strong material to stand such a terrific strain, and it would be necessary to increase the strength of the lining proportionately. In the lining, in fact, would lie the means

A Request

It is often said that modesty is the sign of genius. And shoe retailers are notoriously modest. Ergo: they must, to use the Esperanto of the day, be "there with the goods."

However, we extend an invitation to every retailer outside of Toronto to forget his modesty just for a short time and remember that genius deserves recognition. We ask YOU to send us your photograph for reproduction in Footwear in Canada, along with the other retailers in your city. If it's a valued photograph you have, we promise to return it in good condition.

Mobilize those good intentions—do it now!

of making such a coat stand the strain much longer, for an extremely strong, heavy lining material could be used to reinforce the outer garment.

Now, in a shoe the outer material, to resist this enormous strain, has been provided for in the leather and heavy fabrics used for this purpose, but the great opportunity to reinforce the leather and fabrics by means of a strong, heavy lining has been almost entirely overlooked, chiefly because the function of this part of the shoe has not been fully appreciated. The term "shoe lining" is probably as much responsible for this as anything else. Such a term as "reinforcer," or some other term embodying the same meaning might have resulted in an entirely different standard of quality for this part of the shoe.

However, no matter where the responsibility for the low standard of shoe linings lies, the fact still remains that a proper lining will add to the wearing qualities of a pair of shoes and keep them in shape longer. The difference in the cost of the best linings made and that of ordinary linings is a matter of only a few cents per pair, and when such results can be achieved at such small cost, the use of anything but the very best of linings is economically indefensible.

The shoe manufacturer, figuring the price of his shoes in the keenest kind of competition, cannot afford to stand this extra expense, small as it is, but the shoe dealer can add it into the advance which he is obliged to make in the price of his shoes and, at a cost of a few cents per pair, give his customers from 10 to 25 per cent. more value in every pair of shoes he sells.

Canadian Tanner Recruiting in United States

A reception to Major Kenneth M. Marlatt, in charge of the Boston British and Canadian Recruiting Mission, was held at the rooms of the New England Shoe and Leather Association on Wednesday, April 17, both the Association and the Boston Boot and Shoe Club co-operating. Major Marlatt, who has been doing splendid work in securing volunteers for the Canadian Overseas Army since he has been stationed in Boston, is one of the best known younger men in the Canadian tanning industry. He is a member of the firm of Marlatt & Armstrong, Oakville, Ont., and is also connected with the Magnetawan Tanning and Electric Company, Limited, Burke's Falls, Ont. At this meeting Major Marlatt spoke inspiringly on the subject of the war and the important part Canada is playing in it. He has made many friends in Boston during his brief stay there.

A Double Event for Mr. Vetter

Mr. Charles F. Vetter, formerly secretary-treasurer of the Greb Shoe Company, Ltd., Kitchener, Ont., has been appointed assistant manager of the company. Added congratulations are being received by Mr. Vetter following his recent marriage to Miss Myrtle Adele



Mr. Charles F. Vetter

Mauser, daughter of Mr. J. Mauser, formerly of Waterloo, Ont. Mr. A. F. Klugman, formerly of the office staff of the Dominion Tire Company, Kitchener, has succeeded Mr. Vetter as secretary-treasurer.

Leading Shoe Makers on Pacific Coast

NO finer example of industrial progress could be obtained than that shown in the history of the J. Leckie Company, Limited, of Vancouver, manufacturers of the well-known make of Leckie boots. The firm began manufacturing fourteen years ago, when the total output of their plant was 35 pairs of boots per day. Today their daily average output has reached the grand total of 750 pairs per day.

With the placing of the Leckie boot on the market the firm's name came into prominence as makers of a high quality of footwear, and from then on the extent of the Leckie Company's business was governed only by the quantity it could turn out. By November, 1914, the company's business had increased to such an extent that it placed the firm at the top of the ladder in production of shoes on the Pacific Coast.

The real success of the firm has been attributable to the fact that since its inception it has insisted that the Leckie boot must always be the best that it is possible to produce. The enviable reputation of the company's goods gives ample testimony to this.

Can Satisfy Most Exacting

Having made the name of Leckie a household word when men's working boots or boy's boots were considered, the firm then gave its attention to a real, fine, stylish class of footwear for men, and is now turning out a line of men's fine shoes comparable with the best in Canada for appearance, and still maintaining the excellent wearing qualities of their heavier lines.

Some sixteen new styles and shapes of lasts were added, in several widths, so that the most exacting can be satisfied, both in shape and fit, in almost every style of the dressy business shoe of today.

In 1916, when the price of leather took such a tremendous jump, the firm decided to go into the tanning business, and secured the plant of the Fraser River Tanning Company, of New Westminster. With the determination to have at its disposal a plant that would be modern in every respect, the company erected at the tannery a new beam house, equipped the plant with electrical fixtures for power and light, and added several labor-saving machines.

Tanning Output Large

In June, 1917, the first leather made was delivered to the factory in Vancouver, and since then the output of the tannery has been steadily increasing, until now the tannery is putting out 50 sides a day and employing fourteen men. The greater part of the leather made is chrome waterproof, in black, chocolate and pearl and box kip calf. The tannery also turns out a great deal of glove leather. Last year some 10,000 hair seal were tanned into this leather, and the firm is now receiving inquiries from Eastern Canada and the State of Washington for more. Glove leather is governed entirely by the quantity of skins available, the source of supply being almost entirely confined to Eastern Siberia.

With the maintenance of the same quality in the tannery as has always been observed in the boot factory, the Leckie tannery is showing every promise of becoming as famous as the Leckie boot. Both plants are under the personal direction of Mr. J. A. Thurston, who has been with the plant since the beginning.

Parker-Holmes 1918 Catalog

Parker, Holmes and Company, Boston, Mass., have just issued their 1918 Spring catalog of leather shoes, rubber goods and findings. This is a very complete book of eighty pages and pictures each style of shoe carried by the company. It is realized by the Parker, Holmes Company that conditions of doing business, forced upon the country because of the war, render it necessary for the manufacturer and wholesaler to be of the greatest assistance to retailers. Their very complete new catalog is designed expressly to increase the convenience of customers when ordering. The company handle the well-known "Waukwell" and "Virginia Temple" lines of shoes, "Hub Mark" Rubbers and "Keds" in tennis shoes. Mr. Frank P. Rowbotham is the Canadian representative.

Progressive Repairers

THE following shoe repair outfits have been supplied by the United Shoe Machinery Company of Canada:—Antellio's Shoe Infirmary, 746 St. Catherine St. W., Montreal, 8½ ft. shoe repair outfit, Model P; J. D. Tremblay, 77A King St., Sherbrooke, P.Q., 6 ft. shoe repair outfit, Model P; J. De Boeck, 171a St. Denis Street, Montreal, 13 ft. shoe repair outfit, Model P; Edmond Lapage, 2436 Bordeaux Street, Montreal, 8½ ft. shoe repair outfit, Model P; Maple Leaf Shoe Repair Co., 1909 Eleventh Ave., Regina, 22 ft. Goodyear shoe repair outfit, model N, and Goodyear stitcher; Angnew and Holman, 137 Walnut Street, Hamilton, 6 ft. shoe repair outfit, Model

P; the Copeland Shoe Pack Co., Victoria Street, Midland, Ont., 22 ft. Goodyear shoe repair outfit, Model N; Hyman Craft, 110 Fairmount Avenue West, Montreal, 22 ft. Goodyear shoe repair outfit, Model N; London Art Shoe Repair, 87 Dundas Street, London, Ont., 22 ft. Goodyear shoe repair outfit, Model N; H. Rice, 2210 Gerrard Street E., Toronto, Goodyear rapid stitcher; Vassis and Caras, 110 King Street, St. John, N.B., 12 ft. Goodyear shoe repair outfit, Model P; Daniel Oullette, West St. John, N.B., 8½ ft. shoe repair outfit, Model P; John Miscisco, Fernie, B.C., 18 ft. Goodyear shoe repair outfit, Model N; J. M. Davis, Alberta Street, Innisfail, Alta., 10 ft. Goodyear shoe

repair outfit, Model P; Morris Japak, 34 Burnside Place, Montreal, 8½ ft. repair outfit, Model N; O. K. Shoe Co., 710 First St. East, Calgary, 18 ft. Goodyear shoe repair outfit, Model N; Nikolenko and Dombroski, 221 22nd Street East, Saskatoon, 18 ft. Goodyear shoe repair outfit, Model N; George Springer, 1216 Ninth Avenue East, Calgary, 18 ft. Goodyear shoe repair outfit, Model N; Varsity Shoe Repair Shop, 208 Main St. North, Moose Jaw, Sask., 18 ft. Goodyear shoe repair outfit, Model N; Timothy J. Lombard, 5 Celebration Street, St. John, N.B., 8½ ft. shoe repair outfit, Model P; F. C. Sherriff, 1025 Cook Street, Victoria, B.C., 16 ft. Goodyear shoe repair outfit, Model N.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The New Castle Leather Company, Wilmington, Del., subscribed \$150,000 to the present Liberty Loan.

W. H. Stewart, representing Fairweathers, Montreal, was recently in Boston buying Oxfords, for which he reports a large sale.

London, England, retailers have been prohibited from opening any new store or enlarging their present premises. The object is the conservation of man-power and capital.

Goodyear shoe repair outfits have been installed by H. Wright, 225 Gerrard East, Toronto; the Military Hospital at 616 College Street, Toronto, and the London Art Shoe Repair Company.

A shoe repair business is being opened by William Seaman at Port Dover, Ont.

G. H. Ansley, general manager of the Perth Shoe Company, Ont., is in the West on a business trip.

The wholesale shoe business formerly conducted in Brandon, Man., under the name of Dowling & Creelman, will in future be known as the Dowling Shoe Company. Major Creelman will continue in the retail business as the Creelman Shoe Company.

Vancouver seems to be becoming a city of high prices. The announcement has gone forth that barbers are to charge 50 cents for a haircut and 25 cents for a shave and shoeshines are 15 cents each. The standard price for a shine in Toronto is still 10 cents.

Mr. Bowie, until recently with the J. J. Haines store at Belleville, is now with Fred Raven, at St. Thomas, Ont.

J. A. E. Snider, 1474 Yonge Street, Toronto, has enlarged his store.

A. T. Widdowson, shoe retailer, Main Street, East Toronto, reports good business in that district.

J. H. Brown is opening a new shoe store in Windsor, Ont., which will be conducted under the name of Brown Brothers. He lately came from Penhold, Alta., where he was in business for seven years. Previous to that he was with his brother in Unionville, Ont.

The Essex Shoe Company have opened a repair shop at 320 St. John Street, Quebec, Que.

M. J. A. Morin has taken charge of the Kaufman Rubber Company's Quebec branch. He was formerly representative for James Robinson, Montreal.

The members of the Hamilton Shoe Retailers' Association will continue to close their stores at 6 o'clock each evening, except Saturday. The plan was tried out for three months and found very satisfactory.

Rubber prices are now 5 per cent. in advance of what they were previous to April 15. Sporting, tennis and vacation shoes are not affected by this ruling. It is not the intention of the rubber companies to issue new price lists, but simply to add 5 per cent. to the invoices.

L. L. Ward, manager of the Invictus Shoe Store, Toronto, was married recently to Miss Edith Dicks, of Toronto.

H. H. Dallas, formerly in the shoe jobbing business with his father, H. Dallas, died suddenly in Toronto on April 16.

Richard F. Harry, assistant manager of the Walk-Over Shoe Store, Toronto, was married recently to Miss Mabel Allison, of Toronto. Mr. Harry came from Chicago last September, and is a native of North Carolina.

E. R. Gavin, shoe retailer, Fort William, Ont., recently made a business trip to Montreal and other Eastern cities.

H. Staples, who formerly had a shoe repairing business on Parliament Street, Toronto, and who has been overseas for some time, has returned and purchased the shoe repair business of W. Kempthorne, corner Harbord and Clinton Streets, Toronto. A Progressive finisher has been installed.

W. J. Thurston, shoe retailer, of Stratford, has purchased the shoe stock of the Macklin store and is selling it off at special prices in a different store.

Fred B. Hull is displaying the lines of the Eagle Shoe Company, of Montreal, at his permanent quarters at 58 Arcade, Yonge Street, Toronto.

Associated with his late father ever since his boyhood, Mr. E. A. Stephens, of Ottawa, has become old in the shoe business while still young in years. He has been connected with the firm for over 30 years. It was established by the late A. J. Stephens, his father, 51 years ago. Mr. Stephens is recognized as an expert on boots and leather outside Ottawa retail circles. In 1916 he was appointed by the Dominion Government a member of the board of enquiry on boots furnished to the army and is special adviser to the mounted police on all matters relating to leather. Mr. Stephens is a keen motorist and much interested in the good roads movement. He is chairman of the boot and shoe section of the R.M.A.

The Montreal offices of the Canadian Footwear Company, Ltd., have been removed to 36 St. Genevieve Street.

Mayor Hayes, president of the firm of J. M. Humphrey & Co., has been re-elected mayor of St. John, N.B., by acclamation.

The stock of the Gould Shoe Store, Ottawa, Ont., is being sold out at auction. The owner is retiring from business.

The Canadian Slipper Manufacturing Company, Montreal, have dissolved, a new company being registered under the



When a White Shoe comes into
your Store — get down a Case of



The WHITE CLEANER
for "Blanco" and White Shoes are
inseparables; and their friendship
outwears the Shoes.

"'Blanco' keeps White Shoes White"

It satisfies your customers because it does
its work so well. They want "Blanco" and
only "Blanco" as long as they have a white
shoe to put it on.

It Whitens ; it Cleans ; it Preserves. Easy
to use and always ready for use. Applied
in a moment. No trouble, no "messiness."
Clean and Handy.

You don't have to stock "Blanco,"
you just sell it — or rather, it sells itself!
'Blanco' means good profits and quick profits.

Ask your Jobber for Supplies.



Manufactured by

JOSEPH PICKERING & SONS, LTD.
SHEFFIELD, England.

style of the Canadian Shoe and Slipper Manufacturing Company. Barnett Backer and Samuel L. Nathanson are at the head of the concern.

J. Cain, shoemaker, Strathroy, Ont., died recently.

Arthur Bonisteel, of the Collis Leather Company, Aurora, Ont., was recently in Boston.

The Hamilton retail grocers and butchers have established a fund for the purchase of advertising space to educate the people into carrying their parcels. An active movement along the same lines should be made by all retailers.

W. Ecclestone, of the T. Eaton Company's shoe department, Toronto, was a recent visitor to Montreal.

Antoine Lavoie has succeeded the late Mr. Medard Gauthier as representative for the Island of Montreal of La Parisienne Shoe Company, Maisonneuve. Mr. Lavoie, who is a partner in the company, is taking over territory he previously covered for the company.

Peter Doig, manager of the Star Shoe Company, Montreal, has been appointed sales manager of the Tetrault Shoe Manufacturing Company, Montreal.

W. E. Woelfe, of the Woelfe Shoe Company, Kitchener, Ont., has been on a business trip to Montreal.

O. M. Brooks, the shoe repair expert of the United Shoe Machinery Company of Canada, Maisonneuve, is now on his half-yearly trip to the Coast, calling on the shoe repairers and shoe findings jobbers.

The Star Shoe Company, Montreal, are removing to their new factory in Maisonneuve.

La Parisienne Shoe Company, Maisonneuve, have just constructed a new sample room. Part of the trim is of oak, while the fixtures are of chestnut. The room is exceptionally well lighted, a feature being the provision of electric lights in the interior of the fixtures, so arranged as to illuminate the vamps of the shoes.

Certain manufacturers were recently given some trouble over a supply of shoes for the Federal Postmaster's Department. Specifications for a number of shoes were issued to manufacturers; this was followed by a notice that the department had decided to withdraw these and to issue others. This was done, and the tenders were duly sent in. The next thing was a notification that the department had decided not to award a contract, the cheques being returned.

Mr. E. Lynch, Ontario representative for the Regal Shoe Company, is now on the road with the new Regal samples.

Lieut. Louis Daoust, superintendent of the shoe factory of Daoust, Lalonde & Co., Montreal, has enlisted in the Tank Corps. He is a son of Mr. Joseph Daoust, the president of

the company. Lieut. Daoust expects to leave for England in a short time.

J. E. Lavasseur, who has represented the house of James Robinson, Montreal, in the district surrounding Quebec City, has been appointed representative for Quebec also. He is establishing a salesroom in that city.

A new shoe manufacturing business has been started in Montreal under the style of Children's Footwear, Limited. They will manufacture high-grade stitchdowns for children, misses, little gents, and infants, in all the wanted colors. P. Braunstein, who was for a number of years connected with Theo. Mayer, shoe manufacturer, Montreal, is manager, and M. Marcowitch, president.

W. C. Myers is showing the Parisienne Shoe Company's samples at the Queen's Hotel, Toronto.

Ronald S. Edwards, of Waterbury & Rising's King Street store, St. John, N.B., has joined the overseas forces. He was presented with a wrist watch by the staff and a check by the firm.

The Lieutenant-Governor-in-Council of the Province of Quebec, acting on the advice of the Department of Municipal Affairs, has quashed a number of by-laws passed by the towns of Pointe-aux-Trembles and Laval de Montreal guaranteeing loans, to be raised by companies and individuals, who proposed to establish industries in these localities. Among them was Mr. Omer Chevretil, who proposed to build a shoe factory at Pointe-aux-Trembles.

The National Rubber Heel Company of Canada, Ltd., has been incorporated, with head office at Toronto. The capital stock is \$200,000.

Canadian trade for the twelve months ending March, 1918, totals \$2,564,462,215, as compared with \$2,249,170,171 the previous year.

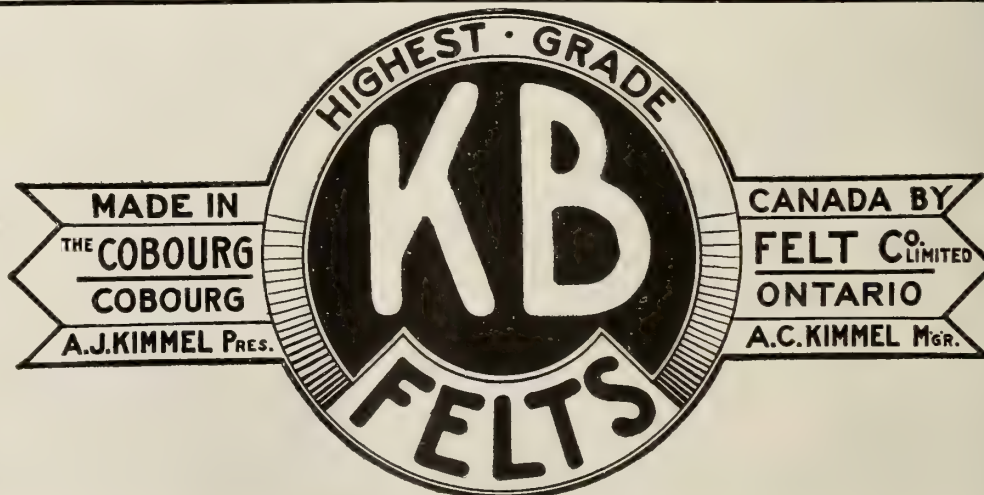
S. T. Clapp, of the Clapp Shoe Store, 977 Bloor West, who has been well known to the trade for the past thirty years, is closing out his business and retiring. Mr. Clapp realized the expansion of the city's population and located at the present address twelve years ago, where an active business has been done.

The Sentinel Review, a Woodstock newspaper, was recently fined \$1 and costs amounting in all to \$92.20, for publishing "dollar-day" advertising.

Mr. McDowell, of the International Supply Company, Kitchener, Ont., had a painful accident a few days ago and will be laid up for a short time.

Mr. Hurlbut, of the Hurlbut Shoe Company, is on the sick list, and will likely be away from his office for a couple of weeks.

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS



Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

THE COMMERCIAL
ESTABLISHED 1827
THE WEEKLY FINANCIAL, COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

For Misses
Children **JOBBER'S**
and Infants

GOOD SHOES

Our modern factory, equipment, and experienced workmen, enable us to give you the best of service in connection with shipments of high grade and medium McKays for young people. These shoes are attractive and good value from every standpoint.

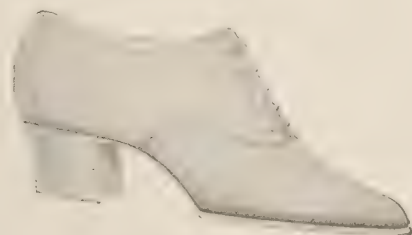
Write for information

Perfect Shoe Co.
LIMITED

864 Laurier Ave. E.

MONTREAL

Fine McKay Fashions in Lady Belle Shoes



The new Fall samples surpass the finest we have ever produced. Our catalogue gives details of these dainty modes in footwear for women. It is worth sending for and well worth studying with a view to increased business. Our travellers now in your territory will be pleased to call and show the new Fall Samples.

Write to

The Lady Belle Shoe Company, Limited
KITCHENER, CANADA

ALPHABETICAL LIST OF ADVERTISERS

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THE QUALITY LINE



GET GALT'S "ECLIPSE" AND—UP—GO—THE—SALES

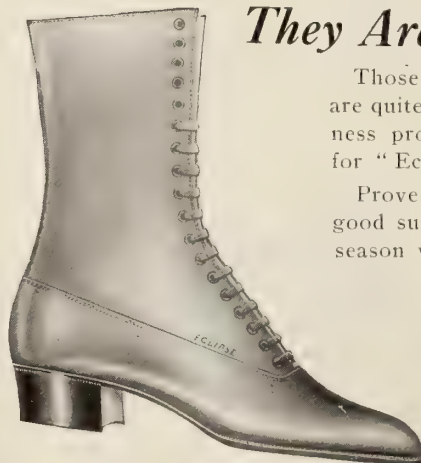
They Are Great Trade Makers

Those who sell this well-known make of Footwear are quite ready to agree that "Eclipse" is a good business proposition. Customers ask again and again for "Eclipse" Shoes.

Prove the Superiority of these Shoes. Get in a good supply of our new and up-to-date lasts. This season we have eclipsed all previous value records. See our handsome lines of McKays and Turns for Misses, Youths, Children and Infants.

Inquiries Invited

**GALT SHOE
MFG. CO., LIMITED**
Galt - Ontario



GROWING GIRLS'. Sizes 2½-6. A new last designed for us on up-to-date lines but not overlooking full easy fitting qualities. Essential to the Growing Girl. This last will prove the season's sensation.



GIRLS'. Sizes 8-10½. Another new "Nature" Last. (Graded down from Misses, shown above). Same easy, graceful lines and full fitting qualities that make both these Lasts certain winners.

HIGHEST GRADE ONLY



HIGHEST GRADE ONLY

Established 1853



Economies are not practiced in buying cheaper articles, but rather in buying trade-marked merchandise which contains the quality that warrants the price

Edwin Clapp & Son Inc.
ESTABLISHED 1853
EAST WEYMOUTH, MASS.

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



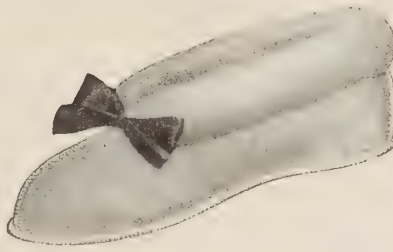
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.



Misses' gun metal calf, high cut bal., neat top,
pillow welt.

The Only Goodyear Welt Cushion Sole, GLOBE Pillow-Welt

Made in sizes for Misses, Growing Girls, Children, and Infants. The Globe Cushion is built right into the shoe instead of being placed in separately. We make all the new and popular styles in regular sizes, as well as turns for stout ankles on double and triple E lasts. These shoes are all produced in our modern factory, where we have every class of equipment to produce the best possible results. We suggest that you write for details of these shoes.

Globe Shoe Limited

Sales Office: 11 St. James St., Montreal
Factory: Terrebonne, Que.



Chocolate Dongola, "Mary Jane" pillow welt.

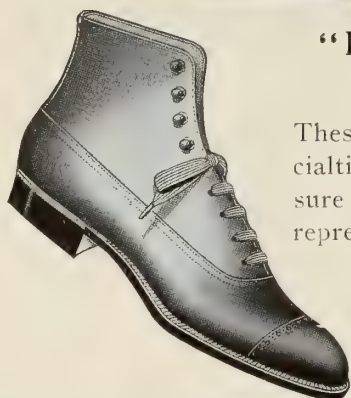


*Here are the
Latest
Creations*

"Women's
McKays,"

"Men's Welts
and McKays,"

"Boys' Receding
Toes"



These are the leading specialties for this Fall. Be sure to see them when our representatives call. Don't place any orders till you look over the "Home" Samples.



Home Shoe Company, Ltd.
327 Amherst Street, MONTREAL

BRODIE'S

*Patent
Flour
Paste*

We are supplying Brodie's Patent Flour Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

Write for sample and price.

Brodie & Harvie

Limited

14 Bleury St. MONTREAL

Use Cotton Thread

We can make immediate shipments of Cotton Thread to Manufacturers. Better appearance, wear and results.

Cotton Thread is the logical answer to the trouble of linen thread shortage. There is no reason in the world for not making use of the Cotton product when superior results may be obtained. Cotton works equally well and wears equally well and has a finer lustre, making it more suitable in tan and colored shoes than linen. Cotton Thread is no experiment. It has been used for years by many makers of good shoes. We want you to give it a trial. Liberal samples will be furnished, and if not satisfactory will not cost a cent.

Write us to-day

The A. G. Mooney Company

220 Lemoine Street - MONTREAL

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

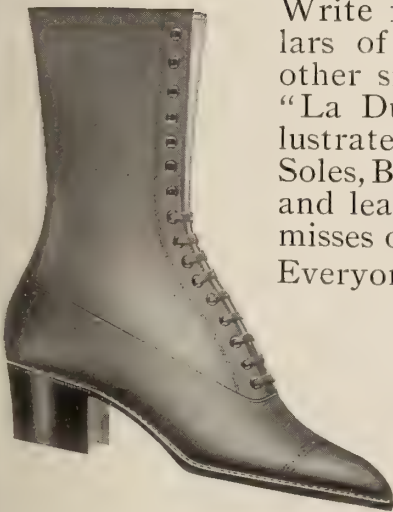
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

Jobbers ATTENTION!



Write for all particulars of this and many other smart new lasts. "La Duchesse" as illustrated have Neolin Soles, Bals. All shades and leathers; also for misses on sport last.

Everyone a ready seller, and big profit and big business makers "La Duchesse" White Canvas lines now on sale.

We assure you of prompt shipments on all orders.

"La Duchesse" Shoe Co.

Registered

MONTREAL

"R-H" Steel Heel Plates

(PATENT PENDING)

**WARRANTED
UNBREAKABLE**

Made of Specially Prepared Steel
The Strongest and Most Durable Heel Plates on the Market.

"R-H" Heel Plates

Are Money Savers
because they

SAVE YOUR HEELS

Prongs will not break
Put up ¼, ½ and 1 Gross
Plates in Carton.

Write for Samples

Order from your Jobber—he will not supply you **WE WILL.**

Prompt Deliveries

Manufactured by

**The Root-Heath
Mfg. Company**

Plymouth, Ohio, U. S. A.

Also manufacturers of Cobbler Outfits, Lasts and Stands, etc.



BOOKS FOR SALE

Store Management, an illustrated book of 252 pages,
by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench.
Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W.
TORONTO

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN & SON
20 Maud St., TORONTO

GOODYEAR

**Machinery Is MADE To Operate
SATISFACTORILY**

Not made just to sell or meet some particularly low selling price
And after GOODYEAR MACHINERY is installed it is KEPT in
good running repair by a highly trained staff of travelling mechanics

Quality

Efficiency

Shoe Repair Outfits

in all sizes

Made in Canada

Convenience in Operation

**Everything
For The
Up To Date
Repair Shop**

Small First Cost

Low Upkeep

Let Us Send You Our Latest Catalog

United Shoe Machinery Company of Canada, Limited

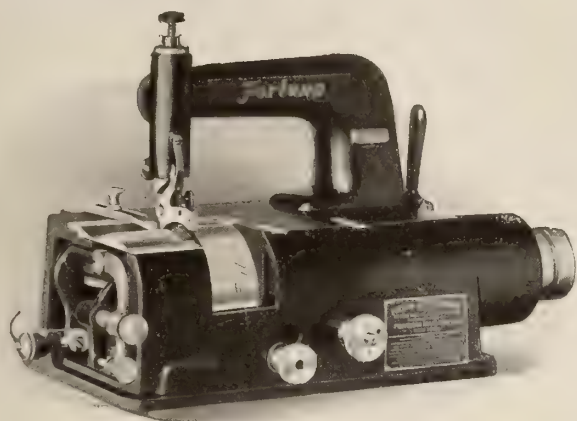
MONTREAL, QUE.

**90 Adelaide St. W.
Toronto**

**179 King St. W.
Kitchener**

**28 Demers Street
Quebec**

Fortuna Skiving Machine



For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

127 Duane Street - NEW YORK

Counters! Counters! Counters!

"PERFECT"

Trade Mark

As to fit
As to durability
As to appearance
As to price
As to our service

PERFECT

**Our WATERPROOF COUNTER is the
Best on the Continent**

Our "PERFECT" Counters No. 1 are made with
the highest grade of fibre. We GUARANTEE them
to outwear the life of any shoe.

We want your trade, give us a trial order and be
convinced of the superiority of our product.

Watch the COMING of our BOX-TOE
that we will put on the market by the
1st of June next.

Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St

Maisonneuve, Montreal

Capacity 500,000 pairs a month.

JOBBER! Don't miss this line of Fine Footwear

**WOMEN'S LEATHER SHOES, MISSES',
CHILDREN'S and INFANTS' FOOTWEAR**

*All the
Popular
Styles*

Drop us a line

We offer you a line of superb footwear—
made with that solidarity which will build
for you good will and bigger business.

We use the best quality of materials, and
offer Jobbers every facility to choose lines
suitable for their trade.

We should be glad to show you samples and
make you quotations. There is a splendid
margin of profit.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

-

-

Montreal

For Men, Women and Children

Shoes for Jobbers



A well balanced line of Canadian made Shoes that will get you business.

The distinctive features of our line for 1918 will be welcomed by dealers and consumers, and will make a good name for the Jobber who supplies them.

Aird & Son, Registered
Montreal

**Make Sure of Success in 1918
by Introducing to Your Customers**

YAMASKA

The All Leather Shoe

for MEN, YOUTHS, BOYS and LITTLE GENTLEMEN.

These reliable shoes are designed with the object of securing for the wearer the greatest possible measure of comfort, long-wearing service and good appearance.

Six of the latest lasts now on view in our Montreal Showrooms at 14 La Patrie Building (Representative, Henry Martineau).



La Compagnie

J. A. & M. COTE

ST. HYACINTHE

QUEBEC

BOSTON

NEW YORK

CHICAGO

WINSLOW BROS. & SMITH CO.

ESTABLISHED IN 1776

*Tanners and Manufacturers***SHEEPSKINS and CABRETTA**

Also Woolskins in Bark and Alum Tannages

NORWOOD - MASS. - U. S. A.

**"The Leading Novelty
Slipper House of America"***Now is the time to order your
Felt and Novelty Slippers*

The E-Z Walk Specialties in HIGH
GRADE FELTS, SATINS, SPORT
CLOTHS, GROS GRAINS, CRE-
TONNES and COMBINATIONS, are
the talk of the trade.

Style—Design—Fit—Workmanship can't be beat.

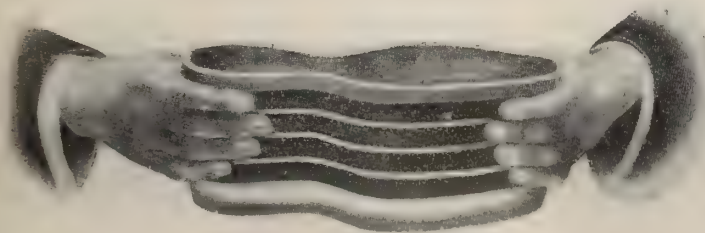
Ask your Jobber about them.

THE E-Z WALK MFG. CO., Inc.

62-70 West 14th St., NEW YORK CITY, U.S.A.

Good Kid for Good Shoes**New Castle Kid**

We can supply you with this
famous product, either Glazed
or Mat. It is always of the
highest quality, uniform and
reliable. Shipments on time
and in any quantity.

*Write for samples in black or colors.***New Castle Leather Co.**
NEW YORKCanadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.**Do your cutting in
SAFETY**

Accidents are next to impossible with these
Cleland Steel Dies. The fingers fit the special
sides perfectly and cannot slip or jamb. Steel
used is high grade and ensures permanently
good results. Send for information.

JAS. CLELAND, REGD., Largest Die Manufacturer
in Canada**16 St. George St., MONTREAL**

The Patented Slippers

Daniel Green

Reg. U. S. Pat. Off.

Comfy

Felt Slippers

Made on a Patented Process

THE NAME "COMFY"
is registered in the United States Patent Office and other countries, hence no other felt slippers are "COMFY."



1918 Line Now Ready

Comfy Felt Slippers for men, women and children

Distinctive boudoir slippers in leather and felt.

Also felt shoes in many models.
Send for catalog.

Daniel Green Felt Shoe Co.

132 East 13th Street, NEW YORK



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

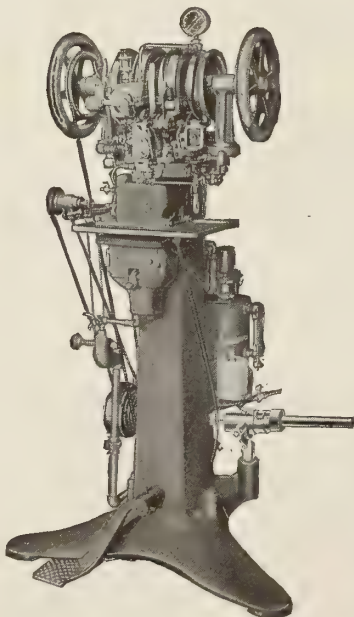
Distribution—United States, Canada,
All Foreign Countries

Thomas A. Kelley & Co.
Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

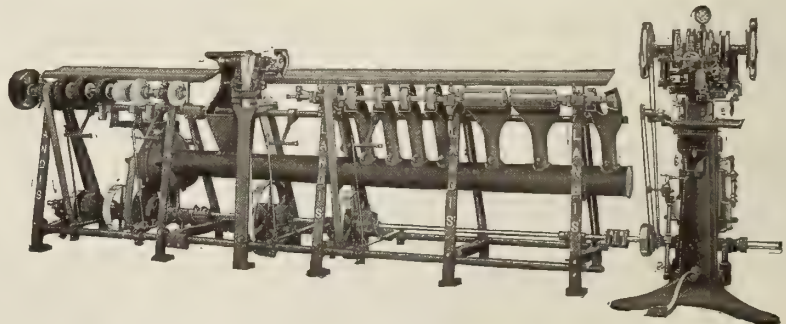


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

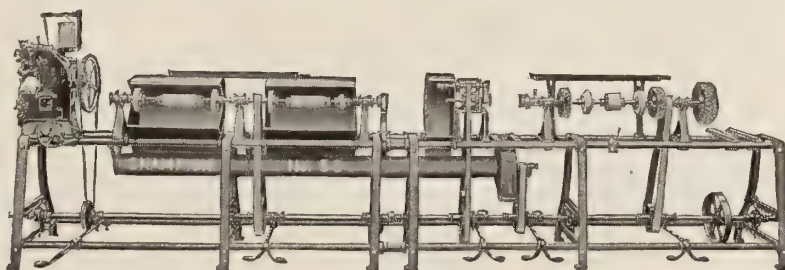
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

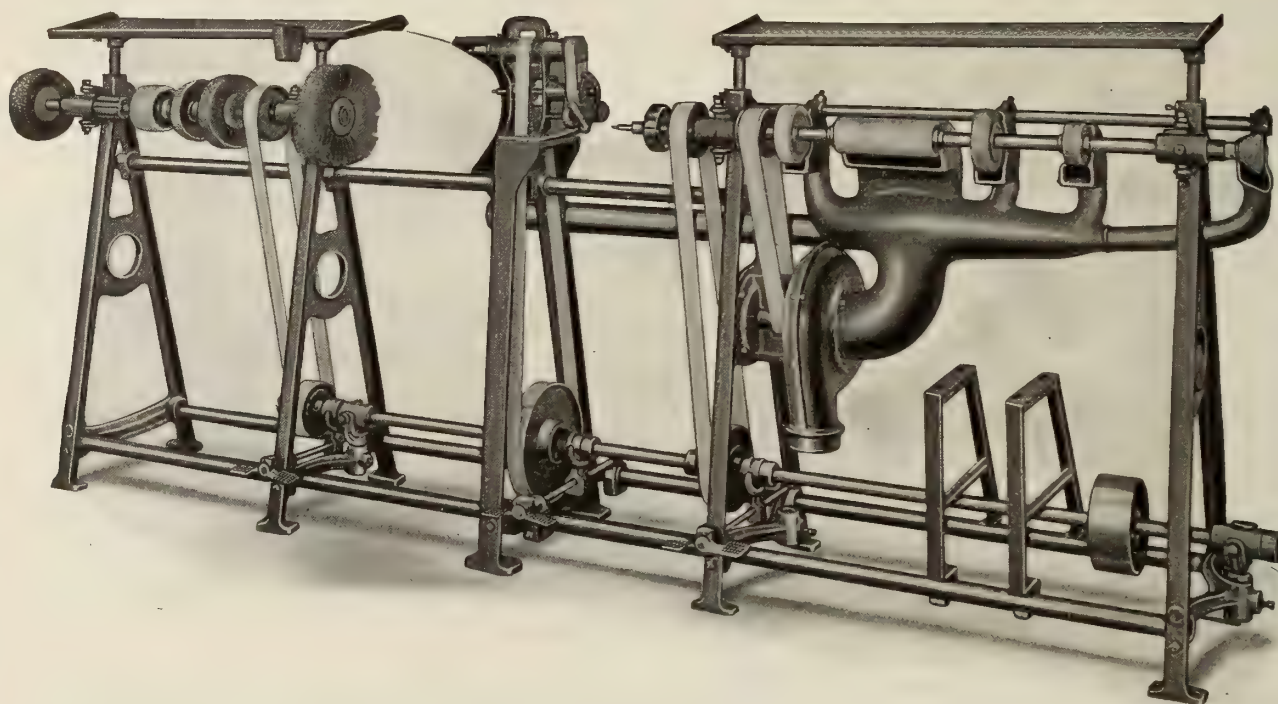
CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

USMC

SOMETHING NEW



11-FOOT SHOE REPAIRING OUTFIT—MODEL P SERIES

A NEW LINE OF SHOE REPAIR OUTFITS

Developed after much thought and experimenting by the leading shoe machinery experts of the world. Lighter in construction than our well-known Model N Series and taking up less space—but not to be confused with certain cheap, flimsy and poorly constructed machines which have appeared on the market from time to time.

Self Oiler Bearings	-	-	-	-	Easy Running
An Efficient Blower System	-	-	-	-	That REMOVES the Dust
High Grade Castings	-	-	-	-	Cast Malleable Dust System (not Tin)
Steel Top Work Tray	-	-	-	-	No Wood used

Equipment that allows the operator ample working room

Let us send you all particulars of these new Outfits—or we will have our salesman call personally if convenient.

WRITE US A POSTAL NOW

United Shoe Machinery Company of Canada, Limited
MONTREAL, - - QUE.

90 Adelaide Street West
TORONTO

179 King Street West
KITCHENER

28 Demers Street
QUEBEC

100 Years of Good Shoemaking



No. 58, Tan Elk Blu. Ox. Welt.

SERVICEABLE PLAY-SHOES FOR LITTLE FOLKS IN-STOCK

Made with full vamps, guaranteed counters, and the best of sole leather.

"RUBBER CHROME"

Tan, Black, or Chocolate Elk. Sizes 6-8, \$2.00; 8½-11, \$2.25; 11½-2, \$2.60.

Sample pairs prepaid. Listed in Stock Catalog No. 13.

BOSTON OFFICE—110 SUMMER STREET

L.B. EVANS' SON CO. WAKEFIELD, MASS.

ALL Jobbers

are interested in getting the best class of business and more of it.

The Eastern Shoes for Misses, for Children and Infants help you along these lines.

See the Newest Samples

They will get your attention just as they get the attention of every customer.

We sell to Jobbers only

The Eastern Shoe Mfg. Co.

MONTREAL

152 Frontenac St.

Phone—La Salle 2561

We Can Save Money for You on Your Shipping & Packing H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.

TORONTO

of Canada, Limited

ONTARIO

EASY CLEANING FLUID

"Easy Cleaning Fluid" the ONE Cleaner

that attracts trade to your store because adapted to Dry Cleaning Fancy SHOES. It also cleans perfectly Wearing Apparel, Silks, Satins, Velvets, Gloves, etc. Try it and be convinced.

CANADIAN SHOE FINDINGS
NOVELTY COMPANY

Toronto, Canada

THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.
MAKERS

TORONTO HEEL CO.

Manufacturers of

All styles of Heels in Leather
and Composition

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company

13 Jarvis St., Toronto



Nufashond
TRADE MARK REG.

quality shoe laces
for every requirement

In bulk for the factory trade.
Single paired for the fine job-
bing trade.

Finished with **Nufashond
Fabric Tips** (patent applied for).
Part of the braid itself. Rustless,
waterproof, won't pull off.

Samples and particulars upon request

Narrow Fabric Company
Reading, Pa.



FRED W. MEARS HEEL CO.

DESIGNERS AND MAKERS OF

WOOD HEELS

TELEPHONE 1431

HAVERHILL, MASSACHUSETTS

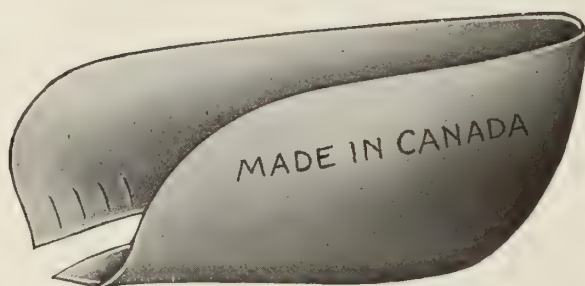
Canadian Agents :

A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

"D & P" Counters

Fibre for lasting satisfaction

Made in Canada



Send for samples of our Canadian
made Fibre Counters. They outlast
leather counters in every grade of shoe
and give better satisfaction at all times
Made of selected fibre board.

Upper and Sole Leather

Our stock of these
leathers is exception-
ally good at the pre-
sent time and we will
gladly quote on your
requirements for the
coming season.

DUCLOS & PAYAN

Tannery and Factory: ST. HYACINTHE, P. Q.

Sales Offices and Warehouses:

224 Lemoine Street MONTREAL

R. Lewis, 21 Scott St. Toronto: Ontario Selling Agent

Richard Freres, Quebec, Selling Agents for Quebec City



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR

Made on foot-fitting lasts that will give comfort to the wearer
and are durable.

The Range Includes

Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



ENGRAVER OF FINE STEEL STAMPS & DIES

230 ST. WEST MONTREAL. PHONE 675
CRAIG QUE. MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
WHICH WILL INCREASE YOUR SALES.
ORIGINAL DESIGNS SUBMITTED



One Stamp Alone Marks The Union-Made Shoe

One stamp and one alone marks the product of the Boot and Shoe Workers' Union.

One Stamp and one alone marks the shoe acceptable for the union man and his family.

One stamp and one alone marks the nationally advertised Union Stamp footwear.

Insist on this stamp on the footwear you sell and secure the increase in business and profits which is knocking at your door.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

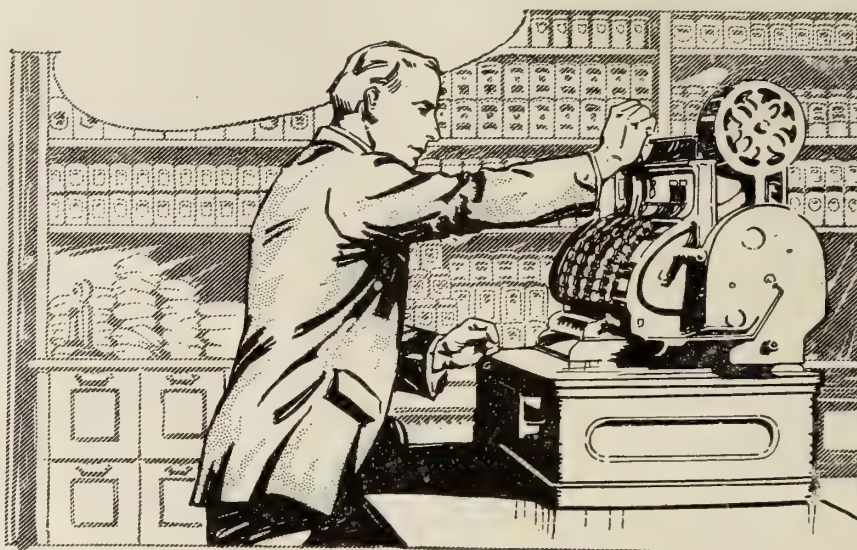
246 Summer Street

BOSTON - - MASSACHUSETTS

JOHN F. TOBIN, - - - General President

CHAS. L. BAINE - General Secretary-Treasurer





War conditions make accurate information very necessary

Canadian merchants are now troubled with new war-time conditions that require special attention.

(1) Turnovers are greater, but with less profit.
 (2) Clerks are scarcer, more costly and less efficient. (3) Overhead has increased out of proportion to profits.

To meet these conditions and maintain a normal percentage of profit, it is essential for the merchant to get his business figures promptly and accurately every day.

A National Cash Register will give you just

the figures you most need to obtain complete control of your business.

With an N.C.R. System you can tell whether your turnovers and overhead are in proper proportion to your profits.

It will tell you whether you are getting all your profits—and enable you to know that the money is actually in the bank.

It will show which clerks are efficient, how many sales each is making, how much they amount to separately and together, and what kind of transactions they are. It will show which clerks are accurate, and which are making costly mistakes.

A National Cash Register will stop the guesswork and the losses

----- *For further information fill out this coupon and mail it to-day* -----

Department No. C-10
The National Cash Register Company
of Canada, Limited, Toronto, Ont.

Please give me full particulars about the way an
 N. C. R. System will stop guesswork and losses.

Name _____ Business _____

Address _____

SOMETHING NEW FOR REPAIR MEN

USMC PEGGING NAILS

The Nail with the Bulldog Grip



Made in the same sizes as Shoe Rivets—one gauge only.

LIGHTER THAN SHOE RIVETS STRONGER THAN SHOE TACKS

Not made to take the place of either, but rather to use in conjunction with them, being especially suited for use by Shoe Repair Men to make a light inconspicuous fastening for light sole shoes. Excellent for use where the insole is light or frail or in attaching any sole where a light, tenacious, easy clinching fastening is desired.

**NOTE THE SMALL HEAD AND ABSENCE OF SHOULDER
OBSERVE THE CORRUGATIONS OR GRIP IN THE SLENDER BODY**

See The Point

Write Us For Sample

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide St. W., Toronto

179 King St. W., Kitchener

28 Demers St., Quebec

The Toledo Button Machine

The Perfect Button Machine

Try It

In Your Own Store
Sold Outright
Fastens all Buttons
Fully Guaranteed

\$95

with Toledo
Rust Proof White
Wire for 12,000
operations

Payments if desired
Sent on 15 days trial

ORDER

ONE

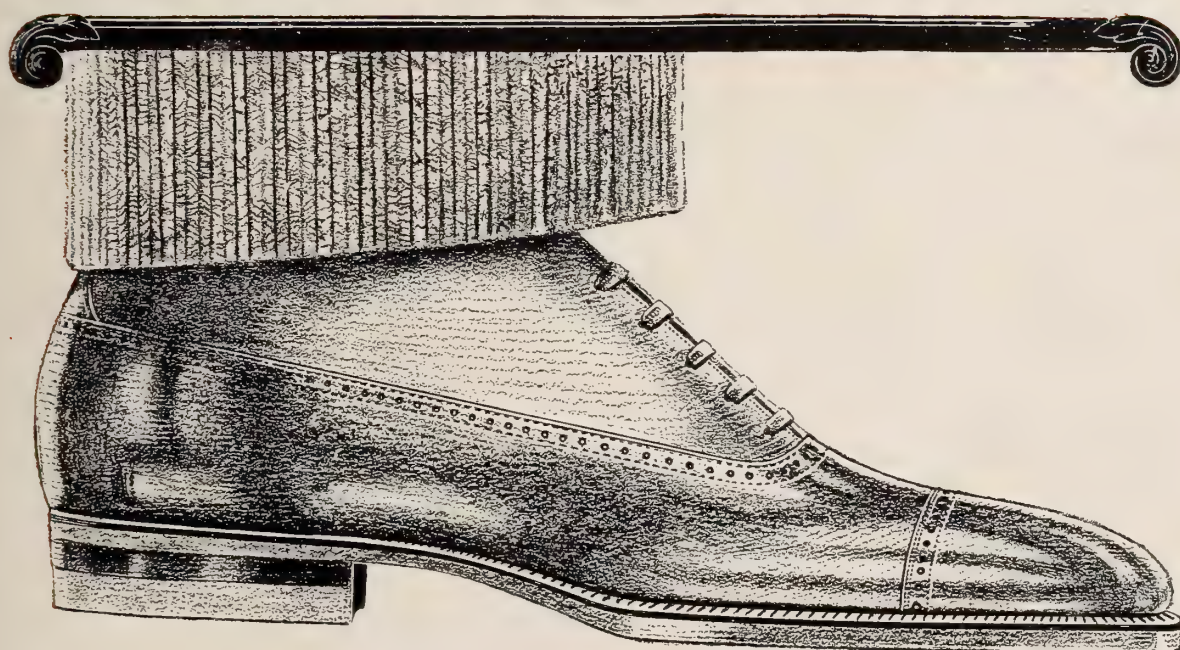


For sale and guaranteed by

Canadian Shoe Findings Novelty Co.	-	-	-	-	Toronto
Adams Bros. Harness Mfg. Co., Ltd.	-	-	-	-	Winnipeg
Great West Saddlery Co., Ltd.	-	-	-	-	Calgary
B. C. Leather & Findings Co., Ltd.	-	-	-	-	Vancouver

Footwear

In Canada



IN STOCK

BRITON in black, royal purple
and tan, with leather, also
fibre, soles and rubber heels.

REGAL SHOES

The logo for Regal Shoes, featuring a central shield-shaped emblem with a crown on top. Inside the shield, the word "REGAL" is written vertically. The emblem is flanked by decorative scrollwork and a horizontal line with ornate ends.

PANTHER SOLES

**Secure
the
Business**



This brand is the most popular soling for Footwear. "Panther" is superior to leather because it lasts longer and gives more comfort.

Ask for and insist upon Panther Sure Step Rubber Heels and Tested Fibre Soles.

*Sold by all
Up-to-date
Dealers*



*Write for
Particulars
and Prices*

Panther Rubber Company Ltd.
Sherbrooke - - Quebec



FLEET FOOT

**For Every Sport
and Recreation**

**For Every Member
of the Family**

Thousands of Canadians, who are reading the "*Fleet Foot*" advertisements in the daily papers will be buying and wearing "*Fleet Foot*" this summer. The shoe dealer who is prepared to meet the big demand is sure to reap the benefit. It is not too late to stock-up. Your orders sent to our nearest branch will receive better attention *now* than later on, when our reserve stock is nearly depleted.

DON'T DELAY

WRITE TO-DAY

Canadian Consolidated Rubber Co., Limited
Head Office, Montreal

Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

People look for the
“MIDCO” Trade Mark



A Man's Shoe---In Stock

LATEST IN DEMAND-SHOE STYLES

Built on foundation of
SATISFACTION TO OUR CUSTOMERS

Send for Samples

The Midland Shoe Company
KINGSTON, ONTARIO

“Supreme Lady” Shoe

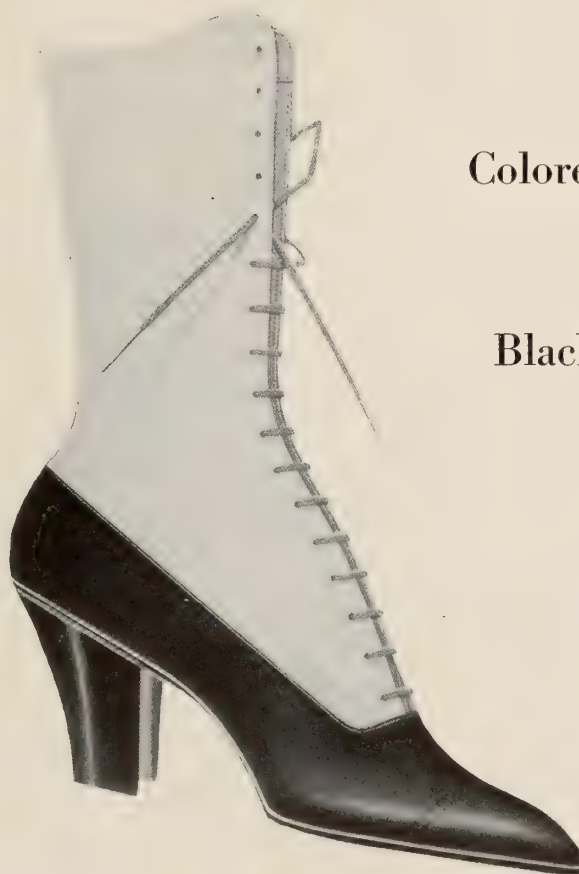
***Not Only the Name of a Shoe,
But — The Mark of STYLE.***

Made on
Seven Different
Lasts

Carrying from
8/8 to 18/8 Heels

In Widths
AA to E

Buy Widths
and Fit Feet in
Popular Priced
Shoes



Made in
Colored Kids, Calfs or
Buck

Black Kids, Calfs or
Patents

Solid Colors
or
Blending
Combinations

***Manufacturers of Popular Priced
Ladies' McKay Shoes***

Clark Brothers, Limited
St. Stephen, N. B.



Between You and Us



THE cordial relationship which has always existed between our customers and ourselves is born of a desire to please. At all times we are out to give service, to satisfy you and incidentally those to whom you sell.

Robinson Shoes are Reliable

They are backed by a splendid reputation—have brought and are bringing good business continually from all classes of the trade. You will at once appreciate these facts when you inspect the many new styles in our stock department.

Our representatives are always ready to call on you.

Complete information and prices sent on request.

Address :

James Robinson

Specialist in Fine Footwear

MONTREAL

"Bostonians" are Honest Value



They Defy Competition!



WHEN Rubber Shoes are mentioned the "Independent" Brands invariably come to mind. They are grand sales builders because they have back of them a sound reputation for service. "Kant Krack," "Dainty Mode," "Royal," "Bull Dog," "Veribest" and "Dreadnaught." They please the dealer who is hard to please and are stocked in styles and sizes to suit every class of business.

Send your orders early.

Prompt attention to all instructions.

Write for prices and particulars.

James Robinson

Specialist in Fine Footwear

MONTREAL

Get Independent Rubbers

and be Satisfied

Snappy Styles



"Metropolitan"

Mens Welts—
Womens McKays

"Paris"

Mens Welts—
Womens McKays

"Patricia"

Womens Welts and Turns



Popular

With

The

People

Who

Care

For Men, Women and Children

You can get them from this firm. The first consideration in making our famous Footwear is **QUALITY**. We have been in the business long enough to know that this is the feature which brings the repeat orders.

From our own tanneries comes the leather for our shoes. We can therefore confidently state that it is first grade.

Our lines will, as usual, set the standard for the season and would therefore advise you to give our samples your early consideration.

Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch—Metropolitan Shoe Co., 91 St. Paul St. E., Montreal, Que.

\$1000.00

Dr. Scholl's **FOOT COMFORT WEEK** JUNE 17 - 22

is rapidly approaching. This is the one time of the entire year when all shoe dealers can get together to their mutual advantage and compel the public to recognize them as a live, progressive bunch of merchants. Besides, it is a patriotic duty to render an efficient foot comfort service. No man or no Nation can be efficient with abnormal, uncomfortable feet.

The whole country is expecting big things during Foot Comfort Week. Full page advertising in such dominating magazines as the Saturday Evening Post, Literary Digest and Cosmopolitan is thoroughly informing millions of readers regarding this foot comfort movement.

With a good stock of Dr. Scholl's Foot Comfort Appliances, an attractive window display, a liberal use of local advertising and you will have the biggest week of 1918. We furnish complete window trim material and newspaper electros, absolutely free.

IN PRIZES

Put in a Window Trim —Win a Capital Prize

1ST PRIZE Trip to Chicago or New York (whichever is nearest winner) and all expenses paid for one week to attend Post Graduate Course in Practipedics held in our class rooms.

2ND PRIZE \$100.00 in gold.

4TH PRIZE \$25.00 in gold.

3RD PRIZE— 50.00 in gold.

5TH PRIZE 15.00 in gold.

NEXT 10 PRIZES \$10.00 each in gold. NEXT 20 PRIZES \$5.00 each in gold.

A Special Prize of a regular \$4.00 Waterman self-filling Fountain Pen with name of contestant engraved thereon will be awarded to each contestant whose window is not awarded one of the above prizes.

If you are not handling the Dr. Scholl line of Appliances and Remedies, now is the time to place your order and secure the full benefits of this enormous advertising, window trim material and other trade stimulating co-operation. Send for catalog and full particulars.

THE SCHOLL MFG. CO.

Largest Makers of Foot Specialties in the World

112 Adelaide Street East
Chicago

New York

TORONTO
London, Eng.

FOR BEST WINDOW TRIMS

The Bennett Counter

Scientifically Correct

FITS and STAYS FIT

Keeps the *old* shoe looking *new*.

The Bennett Counter

Made from the best fibre, manufactured by us *especially* for counters. Moulded by scientific *process* that *fits* them *perfectly to your last*. Water and oil proofed as chemists can make them, yet *flexible* and *comfortable* WITHOUT SACRIFICING ONE BIT OF WEAR.

The Bennett Counter

WEARS with COMFORT

Makes the *new* shoe feel like *an old friend*.

TEST IT TODAY!

If in doubt, send for samples and test for YOURSELF.

Made and sold only by

BENNETT LIMITED

SALES
OFFICE

59 St. Henry
Street
MONTREAL

Makers
of
Shoe Supplies

CHAMBLY
CANTON,
QUE.

BENNETT

TRADE MARK



The Final Function of Good Counters

is to give absolute satisfaction when the shoes are worn—therefore they must have the proper fitting and serviceable qualities.

SPAULDING'S
Fibre Counters
Guaranteed

Always Give Satisfaction

Made by the same Spaulding that manufactures Spaulding's Oak Tan Fibre Innersoling

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

PHILADELPHIA
John G. Traver & Co.,
329 Arch St.

CINCINNATI
Taylor-Poole Co.,
410 E. 8th St.

ST. LOUIS
Taylor-Poole Co.,
1602 Locust St.

Boston Office
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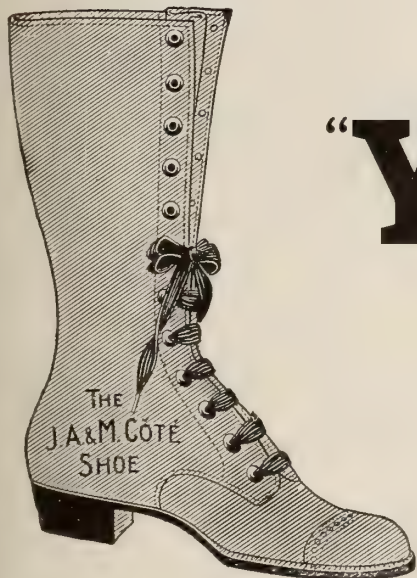
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A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

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J. A. & M. Cote's all leather Shoe is well known to the trade. Men, Youths, Boys and Little Fellows in many Canadian towns have Yamaska Shoes on their feet to-day. This brand depends on real genuine worth for the large measure of success which it enjoys. Comfort, good wear, and a dressy appearance are all embodied in the Cote Yamaska Shoe.

A selection of new lasts may be viewed any day at our Montreal Showrooms.

Ask our representative, Mr. Henry Martineau.

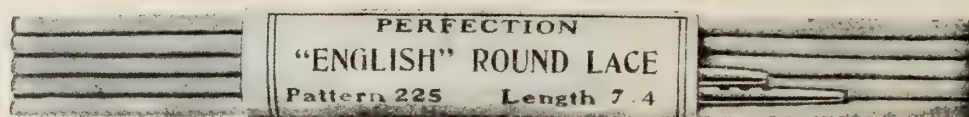
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Order Your Short Lengths Now

27 inches. For the New 5 and 6 Eyelet Oxford, 30 inches.
(How about 72 and 81 inches for boots?)

OUR WINNER



All lengths 27 to 81 inches, matches the newest shades in leathers, such as Tony Red, Sea Gull, Hazel, Mahogany, Cordovan, etc.

WRITE FOR COLOR CARD AND PRICE LIST.

	Black	Colors		Black	Colors
27 inches	1.64 gross	2.05 gross	63 inches	3.40 gross	4.10 gross

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C. A. Browning Company 30 Franklin Street
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Patented
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Vulco-Unit Box Toe

No other Box Toe can approach it in the satisfaction it gives the shoe manufacturer or the service it renders the wearer.

BECKWITH BOX TOE LIMITED

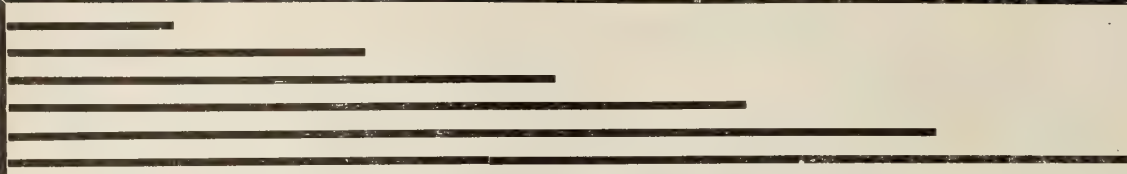
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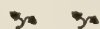
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*YOU will always find
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and for Careful Workman-
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These are the features
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Consult us if your busi-
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at home and abroad
equipped with shoes
built on foundations
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ready for Active
Service everywhere.

Manufacturers of
Army and Civilian
Shoes can select from
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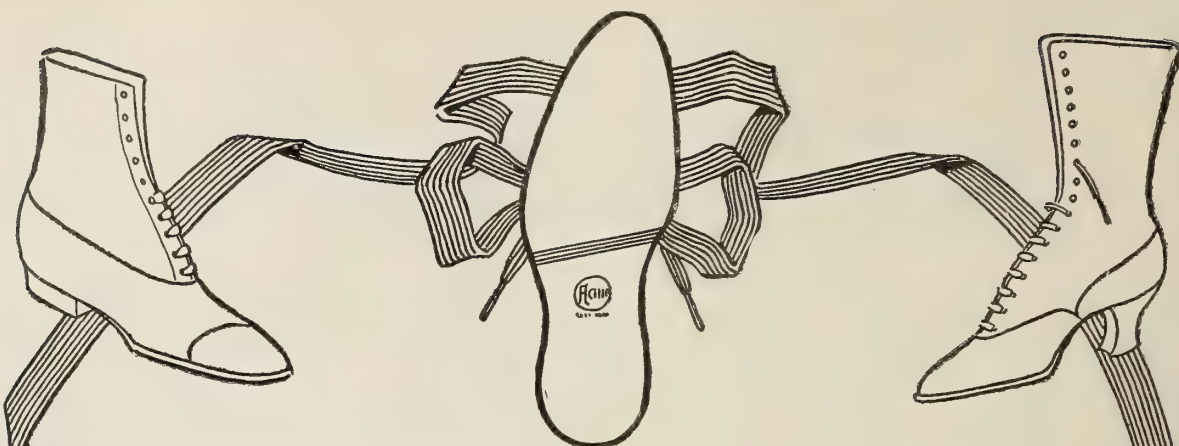
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CANADA



Deeds of the Sole

"Acme" Soles look at you through their pictures.

"Acme" Soles speak to you through these words.

"Acme" Soles appeal to you through *deeds*.

And *deeds* are what count.

The deeds we refer to are those of Service.

It costs money and entails many worries to stick to a high standard; yet any other standard would naturally be unsuitable for any product Dunlop-made.

We have camped on all the trails that lead to the finished "Acme" Soles. The system by which they are made is as pliable as the sole. The result is a satisfactory product that can be successfully manufactured in large quantities, as well as in small ones; and, judging by the record of service, is unbeatable.

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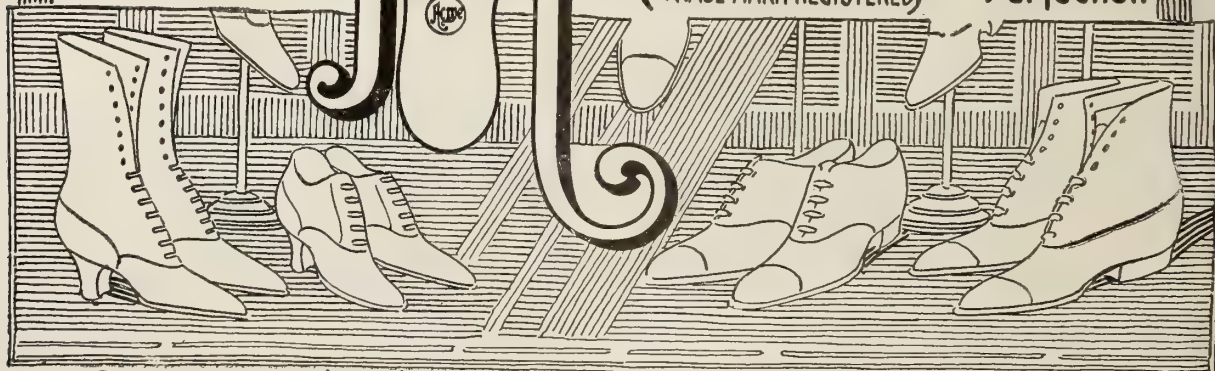
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"The
Sole
of
Perfection"



Shoes Which Can Be Shipped At Once



A154—Women's Patent Pump, plain toe, 2-inch leather Louis heel, turn, Snug Last, A width, sizes 3½-8; B width, sizes 3-7; C width, sizes 2½-8 \$2.85

This shoe can also be converted into a Colonial Pump by the addition of a buckle.



D309—Women's Neutral Gray Kid 8½-inch Lace, plain toe, 2½-inch covered wood heel, imitation turn, Classic Last, A width, sizes 3½-8; B width, sizes 3-7; C width, sizes 2½-8 \$6.25



C139—Men's Kid Blucher Oxford, single sole, 1½-inch heel, welt, Biltmore Last, E width, sizes 5-11 \$3.60

The above shoes illustrate three popular styles now on our floors in sufficient quantities to enable us to promise immediate shipment.

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Your mail orders will receive our very best attention.



Brown Shoe Company

Manufacturers

ST. LOUIS, Mo., U. S. A.



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*Alert !
Resourceful !
Wide-Awake !*

*Shoes
that draw
the Trade*

Supreme in the field of Footwear you will find Tetrault Shoes popular with well dressed men everywhere. Made in the big Canadian factory at Montreal, the largest Shoe concern in Canada, and sold by all the leading Jobbers throughout the Dominion.

Trade only with Tetrault, who makes the kind of Footwear you can't get too much of—the kind that keeps the salesmen on the run and satisfies the wearer.

Get in touch with Tetrault.

TETRAULT

Shoe Manufacturing Company, Limited

Largest Manufacturers of Goodyear Welts in Canada—Bar None

Office and Warehouse at
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SOLD BY ALL FIRST CLASS
JOBBER IN CANADA

MANUFACTURERS

A Wealth of Goods

from which to choose
your requirements

As the result of much careful buying and selecting, we have now on hand at our Montreal warehouse over eleven thousand dozens of skins.

The Finest Kids in Greys, Browns and Blacks

Call and inspect this stock. On an advancing market it is in your interests to look over our lines while they are complete

Order Early

We are well prepared to look after your interests. Remember, every line has been selected with care and discretion. These goods are just what is required today by the Canadian Shoe Trade. New shipments always arriving.

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"Rinex"

Means Bigger Sales In Better Wearing Shoes

Through the complete satisfaction that a long-lived sole gives its wearer, we are building sales that mean increased profit to the shoe dealer.

We have produced RINEX—a sole with resiliency, long life and water-proofness as its three chief qualities—a sole that is better than any you have ever sold before. RINEX will not crack and stitches will not tear out.

Tell your manufacturer to give you RINEX-soled shoes—the kind your customers want. RINEX Soles have been standardized—are made in one quality only, and branded with but one brand—by the largest rubber company in Canada.

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Head Office - Montreal

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Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.
THOMAS S. YOUNG, General Manager.

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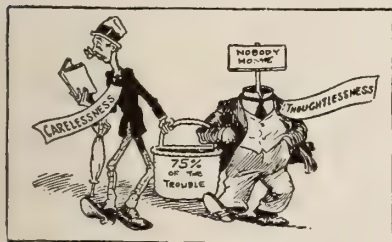
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Vol. 8

June, 1918

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*Don't give
these fellows
a chance.*

No detail in careful management of your business may safely be omitted in these times if you are going to make a success of shoe retailing—if you are determined not to go under, slightly, nearly or altogether. A penny saved is even better than a penny earned. Eliminating guesswork is the surest means of saving your pennies. An analyzed system of records and costs is just as much needed in your particular line as in other endeavor. Of course, you can buy and sell shoes without any such system, and many successful businesses have been built up in the past upon very loose methods, but the demands of to-day are infinitely more exacting than those of four or five years ago. Expenses are higher; footwear is dearer and competition keener. Carelessness, thoughtlessness, “nobody home”—indicated by continual guesswork, lack of

system, tactless price-cutting, haphazard advertising, injudicious buying, discourteous treatment—are generally the cause of 75 per cent. of business failures.

In addition to careful management the merchant must be eternally on the lookout for ways to increase his business. If the sales in one line fall off, find out why, and if you can't remedy matters push some other line. Just “pegging away” and hoping things will turn out all right rather indicates that there's dust on your shelves and a snag in your business machine. It is thoughtlessness, to say the least; careless not to think when there are so many ways and means of increasing business.

Theory? Not at all. Here's a few facts gathered in the last few days. A merchant told the customer a shoe was made by a nationally-known firm—the customer found out afterwards that it was the product of an unknown maker; a merchant sold a pair of white shoes which he said were made from a nationally advertised and trade-marked cloth—they shrunk and an investigation showed them to be the cheapest kind of fabric; a merchant was chewing tobacco and offended a woman customer; the windows on one store were so dirty you could write your name on them; a retailer was discourteous and lost a customer; a retailer resorted to dishonest advertising to lure prospective customers into his store—when they came in he couldn't produce; another merchant “had a pair of that style somewhere but he couldn't find them,” and countless other instances that could be enumerated if we had the space. They are all actual occurrences related by customers; all indicate a serious lack of thought and foresight.

There has never been a time when a little extra thought and effort will pay as well as it will right now. Take your place in the community as a real merchant—be thoughtful and careful—then you'll be able to trade the old flivver in on a twin-six, paying the difference out of increased profits.

* * *

Unbusinesslike Practices

In conversation with a well-known shoe manufacturer the other day he called attention to the prevalence of a habit among retailers that materially contributes to the cost of making shoes; that is, the retailer's method of handling drafts. “You will be surprised to know,” he said, “the number of customers who return our drafts for almost any and every cause they can think of. For instance, we may sell an order of \$500 and draw on the retailer for sixty days. About the fifth week the dealer has a pair of shoes returned to him for some defect and, as he knows we will give him a credit on them, he immediately seizes the opportunity to return our draft with a statement that the bill is to be adjusted. Consequently the payment of \$500 is held up anywhere from two weeks to a month all on account of a paltry five or six dollars for which we could either have mailed him a cheque or credited

his next account. Furthermore, we are out the cost of sending the drafts."

We hold no brief for the manufacturer, but it does seem unethical, to say the least, that retailers should stoop to practices of this kind. A reputation with the manufacturer is just as much to be desired as a reputation with the customer, and there is little to be gained by assuming that the manufacturer is under a compliment to you and must await your convenience for payment. The retailers who secure the best service from the manufacturers and jobbers are those who are the most considerate in their business dealings and are not continually arousing the ire of manufacturers and wholesalers in matters of this kind. The less you add to their already heavy enough burdens the better treatment you are likely to get. This is only logical.

* * *

Harmful Mis statements

With the avowed intention of "rendering a service alike to the retailer and the public generally in putting them wise to the leather situation," the Port Arthur Daily News-Chronicle on May 13 handed a wallop to the entire shoe and leather industry. The rather prominent headlines read: "Leather Manufacturers Due for Decided Drop—Dealers in Raw Hides Find it Impossible to Unload Accumulated Stocks—Wholesalers Refuse to Buy." It is too much like wasting space to print the entire article, but the following few extracts are typical and may serve the purpose of acquainting tanners and manufacturers with what is being said about conditions in their own business:

"It would appear that the army demand is now being met and there is in reserve a very large quantity of raw leather in various countries. This belief is turned into certainty when it is known that for months dealers in hides and skins have been unable to get a bid on the stocks which they have accumulated."

"Locally, dealers in raw hides say they have been purchasing very few hides for the reason that they are unable to dispose of the stocks they have on hand—one dealer told a representative of this paper that he had tried various markets to unload the hides he had accumulated and was unable to secure an offer, being informed that wholesale dealers were not purchasing."

"Recently one of the largest boot manufacturers in Canada launched an advertising campaign on a scale not hitherto known in Canada. . . . it would not be surprising if it was undertaken for the purpose of trying to hold up the market and create demand. Undoubtedly the exorbitant and unwarranted prices which the public has been compelled to pay for boots and shoes has resulted in economies in footwear which the manufacturers did not anticipate."

"Manufacturers employed a large quantity of cloth to create the belief that leather was scarce, while all the time stocks were accumulating in the hands of dealers and cattle men."

"Manufacturers must have been piling up money to enormous proportions."

"The public has been kept in ignorance quite successfully while any remnant of higher-priced leather was still on hand, but now the knowledge is to become public it is quite possible that a very considerable drop will be experienced in the price of goods carried in warehouse and stores."

The article contains much more of the same nature

and dealers are advised to secure latest price lists and save themselves from loss as far as they are able.

Stuff of this kind is all too common in the daily press, and, to some extent, is believed by some retailers, in common with the general public. As a matter of fact, the situation is very different from the statements in the News-Chronicle, which has told, at least, only half of the story. With a view to correcting false impressions created by such reports, we have completed an enquiry into the whole situation and a summary of the findings is printed elsewhere in this issue. The whole industry is beset with the greatest difficulties, which demand, for their removal, the hearty co-operation of all the elements in the trade.

* * *

Cash or Credit— Which ?

Never has there been a time of which it could be more truly said: "money talks." The man with the cash is the man of the hour—his order is given a clear track and the man who's habit it is to let sixty day bills run into ninety and a hundred and twenty often wonders why he can't get deliveries like the other fellow. Business abuses are less common to-day than ever before; unnecessary deliveries have been curtailed along with other wasteful practices and the giving of credit has also received attention. If the other man demands cash and prompt payment of 30 and 60 day bills why shouldn't you demand cash from your own customers?

It would be interesting and illuminating to know just what portion of the expenses and losses of the average retail business is chargeable to the credit system. Likely also it would be startling and add materially in promoting the "cash-and-carry" habit.

New conditions have been forced by the war; there is no longer room for weak-kneed methods or weak-kneed retailers. Charge accounts should be abolished in practically every retail store. Those who have already made the change say it is not such a fearsome task as they had imagined and certainly it has rendered the problem of doing business profitably less difficult than in the past. It's a habit with some people to ask for credit, but a war-time duty of every retailer to break that habit.

* * *

The Advice is Good

Seven years ago Mrs. H. E. Proudy of Madison, Wis., started in with her husband to learn the business of shoe repairing. To-day she runs a shop, releasing a man for more important war work. Her candid advice in regard to winning the war is to "use the hands more and the jaws less." "If the women who run around in automobiles," she said, "telling other people how to save food and how to work to help the war would do a little work themselves, the war would be more easily won."

Management Problems of Retail Shoe Stores

A Practical Treatise by the Harvard University Bureau of Business Research on Methods of Buying, Selling, Stock-Keeping, Delivery, Figuring Profits and Expenses, Operating Costs, etc. — Selling Problems (Continued)

SOME of the larger selling problems that the retailer has to solve are those concerned with the supervision of the sales-force, the compensation of the sales-force, clearance sales, granting credit to customers, and advertising. In selling, just as in buying, widely diverse policies have been found among retail shoe stores in dealing with these problems.

System of Waiting on Customers

When a customer enters a retail store, the object of the retailer, if the store is well managed, is to serve that customer as rapidly as possible, and to give the customer full satisfaction. Satisfied customers, rapidly served, build good-will for the store and make it possible to keep selling expenses at a minimum. The sale of shoes to a customer involves intimate personal relations and the satisfaction of the customer practically depends upon his being served by a salesman whom he knows personally or a salesman especially qualified for selling shoes to meet the customer's particular need.

In a small store the proprietor sells many shoes himself and can constantly supervise in a personal way the work of all of his sales-force. In a store employing fewer than four sales-persons, consequently, there is little need for working out a plan that will determine in advance which salesman shall wait on the next customer, which salesmen are to sell a certain kind of shoes, or which salesmen shall wait upon customers of particular types or ages. By his constant personal supervision the proprietor can, if he chooses, direct all of these matters without serious difficulty. In such a store it is also rarely necessary for the proprietor to arrange for the sales-persons to take turns in waiting on customers, for it often happens that there is only one unoccupied salesman, and acquaintanceship often decides which salesman shall wait upon each customer who comes in.

In a large store it has proved to be highly advantageous to have some regular system of waiting on customers. The proper kind of system makes it practically impossible for the unoccupied salesmen to do as they like about meeting customers who enter the store. Then it is not left to the customer to choose the salesman, nor to the salesman to decide whether he cares to wait upon the customer, if the customer is aged, hard to fit, or difficult to please. A customer is gratified by immediate, courteous attention which seems to be given naturally. Many stores that employ several sales-persons have a rule that at least two salesmen, if not occupied, shall be reasonably near the door so that when a customer enters there will be someone to wait on him immediately. Since too much attention, as in the case of a likely PM customer, may be as disconcerting as too little attention, a systematic plan provides for sufficient attention but not too much. A customer will patronize a store where he feels at home.

In some stores the proprietors allow their salesmen to take turns waiting on customers. This is an easy but crude method of preventing the chaotic condition

that exists in stores where no systematic plan is followed. One good feature about the plan is that the proprietor is sure that every customer will be met promptly by a salesman, and that the responsibility of meeting the customer will rest upon a certain individual in the sales-force. It fixes the responsibility. Such a plan, however, does not always bring the best shoe-fitter to the customer who is hardest to fit. It does not necessarily bring the customer in contact with the salesman who knows him and the particular shoes that he wants. It does not bring the customer and the salesman of similar age together, nor does it permit the salesman to wait upon a customer who comes to the store because of his acquaintance with that salesman. For these reasons this method is little used in the most successful stores, except in connection with other plans.

Proprietor Personally Meets Customers

In one store a plan that works successfully is for the proprietor to meet every customer who comes into the store. If the customer knows one of the salesmen personally, that salesman is called to look out for his wants; or if a customer is a regular patron, he is turned over to the salesman who has waited on him before. If the customer has never been in the store before, the proprietor turns him over to the salesman who he thinks will be the most congenial. In this way the proprietor gets acquainted with the trade, and is sure that his customers are waited on by the salesmen who will be most likely to please them. This proprietor says that he is not nearly as much interested in knowing whether or not his salesmen's time is fully occupied as he is in having every customer waited on by a congenial salesman.

Another method is for the proprietor or manager to meet each new customer, and, after finding out what he needs, to select the salesman who he believes can give the best service in the individual case. If new customers are thus properly directed to salesmen who can serve them best, a personal relationship is established, and henceforth the proprietor finds that in many instances he can let the acquaintanceship determine the salesman to wait on each customer who has previously patronized the store. One manager who follows this practice says: "My policy has been not to make any changes in the sales-force unless absolutely necessary, and in this connection would say that two of my present sales-force have been with the store for twenty years, one for fifteen years, and two others for eight and ten years. These salesmen naturally have a great many customers who look to them personally for service and advice, and therefore become their particular customers."

In some of the large stores customers with fallen arches and deformed feet are referred to a salesman who has made a specialty of arch fitting. This salesman has particular charge of fitting fallen arches or shoes prescribed by a physician and made to order. By having all this fitting done by a specialist, better and more satisfactory service is ensured. It is obvious that

such highly-specialized service is possible only in large stores.

Whatever method of assigning salesmen to customers is followed, it frequently happens that the salesman who waits on the customer cannot satisfy him. This may be the result of personality, misunderstanding, or indecision, but, whatever the cause, when a salesman finds that he cannot fit the customer, in a well-managed store the customer is turned over to another salesman. The second salesman may be able to handle the case differently, and thus make a sale. Occasionally a customer is passed to a third or a fourth salesman. Several retailers report that they "insist upon the clerk turning over any customer the moment he finds that it is going to be hard for him to make a sale." Such a practice makes for speed in serving customers and helps to economize the time of the salesmen.

Still another method is to have the best salesman—that is, the one who sells the most shoes—always take the first customer. All of the salesmen are rated according to the amount of goods that they sell, and the one with the highest rating who is unoccupied when a customer comes in waits upon the customer. This method has a good deal of merit in it, since presumably the man who sells the most goods is most likely to give satisfaction, but it also gives that salesman an excellent opportunity to maintain his large volume of sales, and renders it difficult for a salesman with a low rating to improve his record. When such a method as this is followed, it seems advisable to make tests at frequent intervals by letting the salesmen wait on customers in turn for a week at a time, regardless of their ratings, thus giving the men with low rating an opportunity to work up. This stimulates competition among the sales-force, for they know that their compensation will usually be adjusted more or less according to the quantity of goods that they sell.

Whatever method is followed, it, of course, must be sufficiently flexible to permit of occasional exceptions. If the store is divided into departments, furthermore, so that the salesmen will acquire special knowledge of one kind of shoe, such as children's shoes, it is necessary to provide for shifting salesmen from one department to another whenever a special rush in one department occurs. At least some of the salesmen must be familiar with the merchandise in all departments.

Annual Sales Per Sales-person

The average annual sales per sales-person is ordinarily a very significant figure. A small volume of sales per salesman generally results in high sales-force expense, and vice versa. From the reports submitted, in stores selling low-price shoes, the annual sales per salesman commonly are about \$7,500 a year. In the more efficient stores of this grade \$9,000 a year is the typical figure for each salesman. In the medium-price stores \$10,200 is the common figure. In both of these groups the average annual sales per sales-person are much higher in the most successful stores than in the least efficient stores. In high-price stores there is a wide variation. In some cases the sales per sales-person are considerably higher than in other stores, but the average appears to be slightly higher than in the medium-price stores.

In medium-price stores, to take that group for an example, the lowest sales-force expense is usually found in stores where the volume of sales is a multiple of \$9,000. This holds good only for stores with an annual volume of less than \$27,000. With ordinary management the lowest sales-force expense is found

in stores employing one salesman (the proprietor), with total annual sales of \$9,000; two regular salesmen (including the proprietor) and total annual sales of \$18,000; three regular salesmen (including the proprietor) and total annual sales of \$27,000. When the volume is more than \$27,000 the sales per sales-person, as a rule, are higher, commonly about \$10,000.

A record of the sales of each salesman, which shows month by month and year by year the total amount sold by each, is used to advantage in numerous stores. These salesmen's records are most common in the high-price stores and least common in the small, low-price stores. A record of this sort shows the relative efficiency of each salesman in each department, and thus serves as a guide in handling the sales-force, limiting the number of salesmen, and deciding upon increases in salary or payment of bonuses. One retailer, for example, finds that one of his salesmen sells \$25,000 worth of shoes in a year and that another salesman sells between \$6,000 and \$7,000. The second salesman is a weak spot in the organization. The degree of such a salesman's weakness is seldom realized unless such a record is kept. If any change is to be made in the sales-force he is clearly the one who can most advantageously be dispensed with. If no change is to be made, the proprietor can oftentimes discover the reason for the poor showing of the salesman and strengthen his organization by educating his sales-force in the methods that the most successful business men use.

Methods of Paying Sales-force

In retail shoe stores the sales-persons are usually paid a weekly wage. Only a few stores pay their salesmen a commission on their sales, since this not only involves a determination of policy, but also necessitates the keeping of a record of the sales of each salesman, which many stores are not prepared to do. Where commissions on sales are paid, it is asserted, the salesmen make their best effort, and increased sales result. Because there is less direct personal supervision by the proprietor in a large store, this additional incentive to selling is used to greater advantage in large stores than in small stores.

The P.M. System

PM's are a device widely used by shoe retailers as a premium to the salesmen for selling slow-moving stock. A retailer finds that he has perhaps half a dozen pairs of light grey shoes that are going out of style; or, he may find that he has a number of pairs of AA width in a style for which there is now little call. He wants to get rid of these before they become entirely unsaleable. In order to interest his salesmen in selling these shoes he offers a premium on each pair to the man who can sell them. This premium, or prize, is known as a PM.

PM's vary widely, ranging from five cents to one dollar per pair; ten, fifteen, and twenty-five cents are the most common figures. Practically all the dealers relying upon PM's claim that, when properly supervised, they are the best method of moving slow-sellers, odd lots, and old styles, thereby keeping the stock clean and reducing left-overs. They frequently say that this is the only way to move such stock.

Some retail shoe dealers assert that the use of PM's results in a large number of dissatisfied customers; others state that there is no evidence of dissatisfaction among the purchasers of PM shoes. It is very possible, however, that the latter class of retailers are mistaken, for it is obviously difficult for any retailer to

determine definitely the number of dissatisfied customers—the dissatisfaction showing only negatively in a failure to return. A customer may buy a particular style of shoe only, or buy only occasionally at a store, because of the fact that he was not satisfied with a PM purchase made some time before. Had it not been for that sale of the PM shoes the customer might have become a regular patron, buying all the footwear for his family at that store. Where PM's are used, it frequently happens that a salesman becomes more interested in selling shoes on which PM's are placed than in selling shoes that surely fit the needs of the individual customer.

In one store in the Middle West the proprietor informs the bureau that it has been his practice to wait on all customers who have come into the store infrequently during the past few years. These customers were not what he could call regular patrons. Fully half of them told him that they had not been satisfied with shoes which they had bought in the store on a previous occasion. Upon investigation the proprietor found that the shoes which had not given satisfaction in practically every case were shoes on which a PM had been placed.

Retailers who have given up using PM's state that one of the chief reasons for doing this is because a new customer to whom a PM shoe is sold often gets a wrong impression as to the store's character, its policies, and its style ideas, and the customer is lost for all time. Many say that they dispose of odds and ends and misjudged styles by radically reducing the price and offering them, as bargain inducements, to customers whom they know well. The reason for the reduction is explained, and customers who want style and quality but cannot afford the prices for the popular styles when they are at the height of fashion are glad to accept a good shoe at a bargain price, which offsets the fact that the goods are a little out of style.

One retailer says: "Since we discontinued the practice of giving PM's we have noticed nothing but favorable results. Right after they were discontinued the old stock moved at nearly the same rate as before. The condition of our stock to-day is better than it has been in years with the PM system. If a clerk won't do his share to work on old stock without expecting to hold up the employer for PM's he ought to be discharged so quickly that it would be a lesson to all the others. Stock that is so old that you almost have to fight to get a customer to take it had better be junked. Stock that is good, but just a little hard to sell, should be worked on by all clerks, and they should not expect to be paid extra for doing so. We have not found the least trouble in having our clerks do their bit on old stock. In fact, they seem to take pride in selling some of the older shoes. They consider it a feat of salesmanship. We have a thorough understanding with our men about it; they know why the styles were discontinued and what we expect in regard to old stock. They are well satisfied. Soon after PM's were stopped we increased the clerks' pay in such a way that we tried to equalize any deficiency caused by the lack of PM's in cases where we thought the clerks had used it honestly. Thus it costs us the same to get the goods sold, but we do not have the dissatisfied customers."

Over one-half of the stores from which the bureau has information use PM's. Their use, however, is more common in stores selling high-price shoes than in stores selling low-price shoes. About 34 per cent., 57 per cent., and 92 per cent. of the stores selling low, medium, and high-price shoes respectively make use

The Lilt of a Laugh

I've toiled with men the world has blessed,
As I've toiled with men who failed;
I've toiled with men who strove with zest,
And I've toiled with men who wailed.
And this is the tale my soul would tell
As it drifts o'er the harbor bar—
The sound of a sigh doesn't carry well,
But the lilt of a laugh rings far.

Oh, the men who were near the grumbler's side,
They heard not the word that he said;
But the sound of a song rang far and wide,
And they listened to that instead.
Its tones were as sweet as the tales they tell
Of the rise of the Christmas star,
The sound of a sigh doesn't carry well,
But the lilt of a laugh rings far.

If you would be heard at all, my lad,
Keep a laugh in your heart and throat;
For those who are deaf to accents sad
Are alert to the cheerful note.
Keep hold of the cord of laughter's bell,
Keep aloof from the moans that mar—
The sound of a sigh doesn't carry well,
But the lilt of a laugh rings far.

of PM's. While these percentages show that the use of PM's increases with the price of the shoe sold, the figures are more striking than the percentages indicate, for all but 20 per cent. of the low-price and 32 per cent. of the medium-price stores make very little or no use of them, while stores selling high-price shoes make use of PM's. High-price stores, also, are most reluctant to reduce the price of their shoes, and thus encourage any price competition when they are relying upon service and style as the characteristics of their business. Although only about 34 per cent. of all stores selling low-price shoes use PM's, more than 80 per cent. of these stores are located in cities with a population of over 100,000. Since the only considerable demand for high-price shoes is confined to the large cities, not only high-price stores which make use of PM's but high-price stores which do not use them are found chiefly in cities of 100,000 population.

The size of the store also is an important factor in determining whether or not PM's are used. The average volume of all stores selling medium-price shoes using PM's is \$42,000, while \$23,000 is the average volume for those not using them. The volume of business roughly indicates the number of salesmen employed, and, since the use of PM's varies with the number of salesmen, it also varies with the volume of business. In only a few stores in which the proprietor and one regular salesman do the selling are PM's used. In stores where the proprietor also acts as salesman, PM's are used in 4 per cent. of those employing one other regular salesman, 29 per cent. of those employing two regular salesmen, 52 per cent. of those employing three regular salesmen, and 75 per cent. of those regularly employing four or more salesmen.

In stores selling low-price shoes and using PM's the common figure for sales-force expense is 7.4 per cent., and in those not giving PM's the sales-force ex-

pense commonly amounts to 8.4 per cent. of net sales. This sales-force expense does not include the expense for PM's. In the medium-price stores sales-force expense is approximately the same for those using PM's and for those not using them. If the common figure for PM's is added to the percentage shown for sales-force expense, however, it is found that those giving PM's sell at slightly higher expense than those not using this method.

Among the stores selling low-price shoes, 80 per cent. of those using PM's hold clearance sales, while only 72 per cent. of those which do not give PM's hold such sales; in the medium-price stores 85 per cent. giving PM's and 74 per cent. not giving PM's hold clearance sales. Clearance sales are apparently more common among stores giving PM's than among stores which do not follow this practice. The featuring of novelty styles in many of the stores that give PM's accounts, in part, for the necessity for both clearance sales and PM's in the same business. It also probably indicates that, in some cases at least, there is poor buying all the way through. It certainly shows that PM's do not clean the stock.

A retailer who gives PM's generally has a higher percentage of return goods than a dealer who does not give PM's. Taking all groups of stores together, 1.5 per cent. of gross sales is the common figure for returns—that is, for the shoes brought back to the store on which full credit or full cash value is allowed to the customer. In the stores that do not give PM's the common figure for returns is 0.97 per cent. of gross sales, whereas in stores which do give PM's the common figure for returns is 1.76 per cent. The volume of returns is generally greater in all classes of merchandise in high-price stores, but the difference in the case of shoes between stores that grant PM's and those that do not is so great as to indicate that the practice of giving PM's results in a substantial increase in returns, and thereby adds to the cost of doing business, for it costs at least as much, and frequently more, to sell shoes that are returned as to sell shoes that are not returned.

Clearance Sales

Eighty-five per cent. of all shoe stores report clearance sales, and a very large proportion of these sales are held in January or February, the months in which inventory is taken. Many stores have a second sale, either in July or August, at the end of the spring season, whether or not a semi-annual inventory is taken at that time. A few stores report such sales in the latter months only. Clearance sales in other months are very exceptional, for it is only at the end of a season that there is occasion for disposing of large quantities of odds and ends and novelty styles.

The stores which do not have clearance sales employ various methods, besides PM's, of moving slow-selling stock. While they do not have regular periodical clearance sales, many or nearly all of these stores make use of what might be termed a continuous clearance sale, for the price is promptly cut on the slow-movers, and they are placed on a bargain counter. Some of these retailers think it inadvisable to allow slow-moving stock to accumulate for six months or a year.

Among stores selling low-price shoes the tendency is to make a profit even on shoes sold at clearance sales, but some stores report that a considerable portion of the goods handled at such sales are sold below cost. While in general much of the stock is sold at less than billed cost plus the cost of doing business,

the best stores sell very little below billed cost; yet, of course, they do not hesitate to cut prices below billed cost if it is necessary to dispose of goods that are subject to rapid depreciation. The store that does not accumulate stock that has to be sold at less than billed cost is very fortunate. Many style goods depreciate very rapidly, and can hardly be given away after the close of a season. When such goods are on hand, the successful stores take what they can get for them, irrespective of their original cost. It is the better buying methods and the better knowledge of the stock in these successful stores that makes it possible for them to avoid the accumulation of any considerable quantity of goods that must be sold at a large sacrifice.

Cash and Charge Sales

A large amount of the business of the low and medium-price shoe stores is for cash. Of all the stores selling low-price shoes 38 per cent. do an entirely cash business; 20 per cent. of the medium-price stores and 15 per cent. of the high-price stores sell only for cash. The proportion of cash sales to credit sales, however, is high in most stores in all grades. In over four-fifths of the low-price stores, for example, 90 per cent. of their business is for cash. In the medium-price stores the proportion of cash sales to credit sales is not as high as in the low-price stores, and the proportion is lowest in the high-price stores. The credit business, in other words, is more and more common the higher the price of the shoes sold. Granting credit is one of the service features of many of the high-price stores.

In cities of over 300,000 population practically all the sales in low and medium-price stores are for cash. The amount of credit business done by stores of these two grades is greater in smaller cities than in the larger cities, reaching the highest proportion in cities of less than 50,000 population. Among high-price shoe stores located in cities with more than 300,000 population 20 per cent. of the sales on the average are charge sales.

Among the most successful low-price stores 99 per cent. of the sales are for cash; among the most successful medium-price stores 94 per cent. of the sales are for cash. The least efficient stores in both groups allow more customers to buy on credit. In these stores 10 per cent. of the sales are commonly for credit. Their poor showing is, of course, not due entirely, or perhaps even generally, to their leniency in granting credit. Their credit sales are only one factor in the poorer management of their business.

As the length of credit is extended the amount lost through bad debts increases. The percentage lost through bad debts in stores doing 90 per cent. or more cash business is most commonly only one-tenth of one per cent. of the sales, or even less; in stores which allow a larger proportion of their customers to have charge accounts this item more frequently amounts to one-half of one per cent.

Bad debts are charged off monthly, semi-annually, annually, or never. Once every seven years is not often enough to close on the bad debts account, although more than one retailer has waited as long as that. Practically all of the successful stores charge off bad debts at least once a year.

Advertising

The mediums and devices used for advertising in shoe stores are numerous and diverse. They include window displays, newspapers, free repairs and lacings, circular letters, trading stamps and premiums, bill-

boards, and, less frequently, novelties such as button-hooks, shoe-horns, calendars, and other special features. About three-quarters of the medium-price and high-price shoe stores state that they advertise in newspapers, whereas only a little over one-half of the low-price stores use that form of advertising, a contrast due very likely to the smaller volume of business in many of the low-price stores. About 40 per cent. of the stores selling low-price shoes report that over one-half of the money which they spend for advertising is spent for newspaper advertising. In about 60 per cent. of the medium and high-price stores one-half of the advertising expense is for newspaper space. The common figure for volume of sales in stores selling low-price shoes that advertise in newspapers is \$27,500, while in those stores which do not advertise in newspapers the common figure for volume of sales is \$17,700. The common figure for volume in stores selling medium-price shoes that advertise in newspapers is \$27,400, while in those stores which do not advertise in newspapers the common figure for volume of sales is \$20,600.

Customers' Records

A record of the name and address of each customer who purchased shoes, together with the size and width of the shoes purchased, is kept in some shoe stores. These records, arranged alphabetically in a card file, are used as a mailing list when the retailer wishes to call his customer's attention to special sales or to send out a general announcement at the beginning of a season. Occasionally the retailer also files the same name under the proper size and width, which gives a double system of checking. He uses this second file as a mailing list to dispose of certain odd sizes. A few shoe dealers with a large volume of business have records which give the name and address of the purchaser, the date of the sale, and the number of the salesman, the name of the shoes and its stock number, size, width, style, and price. This list is also used for mailing purposes. These customers' records are not used, however, for buying stock. Buying records in the case of the retail shoe store can be more economically kept according to a different plan.

Montreal Retailers Meet and Discuss Timely Topics

TWO subjects were discussed at a meeting of the Boot & Shoe Section of the Montreal Retail Merchants' Association of Canada, held on June 6—the proposed embargo on U. S. shoes and the question of organising the section into two departments, English and French. Mr. Geo. G. Gales presided.

The subject of the proposed embargo came up in the form of a report of the committee, who held an emergency meeting at which the subject was considered. The committee put themselves on record as being willing to aid the Government in all its war measures both as to the conservation of shoes and leather: "We wish to offer our services to the Government, and would ask the Government to consult us or the Retail Merchants' Association on any measure that they may wish to adopt for conservation of new laws affecting the shoe business; and we will be pleased to send a

deputation to Ottawa should they require us to do so."

The chairman stated that he had written to Mr. McConnell, of the War Trade Board, on the subject, and had received a reply stating that the Board would be glad to call the shoe retailers in conference in the event of the question coming before the Board. At present, said the chairman, the Board were taking no action, but from the tone of the letter it was possible that it would come before the Board if the war continued.

In reply to a jocular remark by Mr. J. G. Watson, as to the trade papers, the chairman remarked that these papers were always willing to help the Association and the retailers.

Mr. Watson declared that evidently the manufacturers wanted the embargo and desired the help of the retailers to that end.

The chairman said that some of the manufacturers had already taken action. The question of the trade balance between Canada and the United States was involved.

Mr. Watson replied that there was a suggestion that, in return for an embargo on shoes, an inland tax of 10 per cent. should be collected from the manufacturers. This would mean that it would be passed on to the retailers, and then on to the customers, who would probably have to pay 20 per cent. owing to the cost of collection, interest charges, etc.

The chairman said that if there was an embargo Canadian manufacturers would no doubt increase their prices.

Mr. Wygant agreed with the chairman on this point, remarking that competition with the Canadian manufacturer would be eliminated. He was against any action which would increase the price of their goods, as the average consumer had quite enough now to make both ends meet. Retailers must also fight against any possibility of the introduction of a standard shoe.

Mr. L. Adelstein suggested conferences of shoe retailers in different towns, and a united deputation to Ottawa.

It was decided to hold a special meeting to further discuss the subject.

A prolonged discussion took place on a recommendation by the committee that the section be divided into two sections, the meetings to be held independently, one in English and the other in French. Messrs. C. R. LaSalle, A. deMontigny, J. T. Lemire, Laurin, J. G. Watson, and L. Adelstein took part in the proceedings. The recommendation did not receive general favor, it being argued that separate English and French sections would not make for enthusiasm or unity. Ultimately it was agreed on the motion of Mr. Watson, seconded by Mr. R. Vinette, that the next two meetings be held, one in English and the other in French, with a view of testing the practicability of this method. The meeting, to be conducted exclusively in French, will be on June 27, and the English meeting on July 18.

Two Style Shows in July

The Boston Style Show this season will be held at the Copley Plaza Hotel, July 8-12, and will include an exhibition of men's shoes on living models in addition to the established feature of showing women's and children's shoes on living models. It is stated that plans are being made by the New England shoe manufacturers to provide a splendid entertainment program for visiting buyers. The Rochester style show is also being held from July 8 to 13th.



Mr. J. Beaudin, 2011 Notre Dame West—Does a large business in three stores, all on Notre Dame West.



Mr. L. G. Forte, 246 Centre St.—Formerly a road man. Opened on St. Catherine Street, Store. Seventeen years in shoe trade.



Mr. A. S. Lavallee, 101 St. Lawrence Blvd.—In business many years—Opened this store in May, 1890.



Mr. S. Bazar, 127 St. Lawrence Blvd.—trades under name of Guarantee Shoe Store—popular priced trade—in business for ten years.



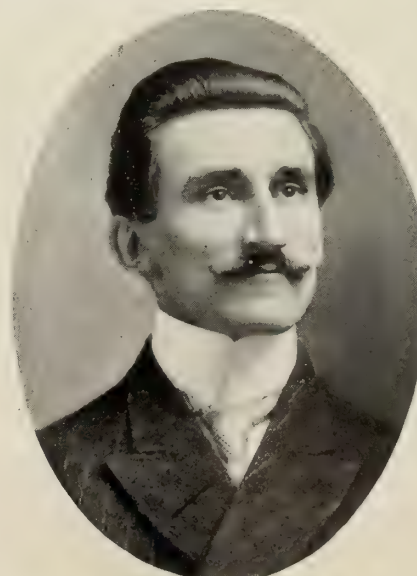
Mr. John Innes, manager Invictus Shoe Store—Nine years with Geo. A. Slater, Ltd.; three years manager down-town store.



Mr. Raoul Vinette, 1852 St. Lawrence Blvd.—Son of O. Vinette, manufacturer—formerly traveller, J. D. King. Retail for nine years.



Mr. A. Mendelsohn, with his brother, S. Mendelsohn, operating Regent Shoe Store, 5 St. Catherine Street East.



Mr. Albert LaSalle, 1803 Notre Dame St. W.—Formerly with F. X. LaSalle & Son; started for himself 1904. Enlarged store 3 times.



Mr. S. Mendelsohn—in partnership with brother, Mr. A. Mendelsohn—Regent Shoe Store, 5 St. Catherine St. E. High class shoes only.



Mr. J. W. Bastien, proprietor St. Henry Shoe Store—In shoe business all his life; started with J. G. Watson; opened present store 1914.



Mr. A. E. Jones, Manager Regal Boot Shop—Opened store seven years ago. Previously with Regal in Boston.



Mr. E. J. Hanlon, manager Hartt Shoe Store, St. Catherine West. Opened up 18 months ago. Formerly on the road for Hartt Co.



Mr. Louis Girard, 984 Ontario East—Fourteen years leather cutter for Ames-Holden-McCready; 7 years in retail business.



Mr. Moses Mendelsohn, of Mendelsohn Bros.—two stores; retail business for twenty-two years. Specializes men's novelty goods.



Mr. J. A. Brunet, 687 Ontario East, for last 4 years. Formerly with Eagle Shoe Co., of which Mr. O. Brunet, his father, is manager.



Mr. J. O. Boulterice, 933 St. Catherine E.—25 years' experience; in business for himself 12 years.



Mr. J. T. Lemire, St. Catherine Street E.—Does nice business in high grade goods in French-Canadian Section of the city.



Mr. William West, J.P., 166 Gauthier St.—Twenty-five years in shoe trade, fourteen in present location. Specializes in custom work.



Mr. J. Robinson, Avenue Shoe Shop—thirty years in business—came from England; several years with well-known Canadian firms.



Mr. J. F. A. Alain, 248 St. Lawrence Blvd.—in business for himself 9 years—commenced as clerk—later partner Roderigue and Alain.



Mr. Louis Coveler, 231 St. Lawrence Blvd.—deals in high grade lines and has been a retailer for sixteen years.



Mr. F. Yaphe, of Yaphe Bros., 311 St. Lawrence Blvd. Has been connected with retail shoe business for eight years.



Mr. Eudore Guerin, 2227 Ontario East; started for himself 5 years ago. Formerly with Mr. J. A. Brunet.



Mr. A. N. Thompson, manager Invictus Shoe Store, 146 Peel Street—Has been 10 years in the retail business; prior to that on the road.



Mr. A. Lecompte, Jr., 241 St. Catherine E.—15 years in business; comes from shoe family; father in the business 45 years.



Mr. A. S. Many—17 years shoe business—Also travels for Ames-Holden-McCready.



Mr. Joseph Laurin—Forty-six years in shoe business as retailer and traveller and also in manufacturing. Knows the game thoroughly.



Mr. Frank Power—retail on Notre Dame West and eastern Ontario rep. for Macfarlane Shoe Co. 25 years in shoe business.



Mr. Fred J. McCann—Manager Shoe Department James A. Ogilvy; knows business from selling and manufacturing sides.



Mr. E. J. Laurendeau, 2493 St. Hubert St.—17 years in retail business; family trade; previously with James Robinson.



Mr. Aime deMontigny, of Aime deMontigny Ltd. Fourteen years in shoe business— $8\frac{1}{2}$ years retail. Last $4\frac{1}{2}$ years for himself.



Mr. P. Robitaille—Twenty-eight years in shoe retail; proprietor of two stores. Formerly in manufacturing.



Mr. E. Pepin, 847 Laurier Ave. East—one of the younger men in the shoe business; started in 1913; does a high-class trade.



Mr. J. M. St. Onge, 1309 Notre Dame E.—Before entering retail business was manufacturer's traveller.



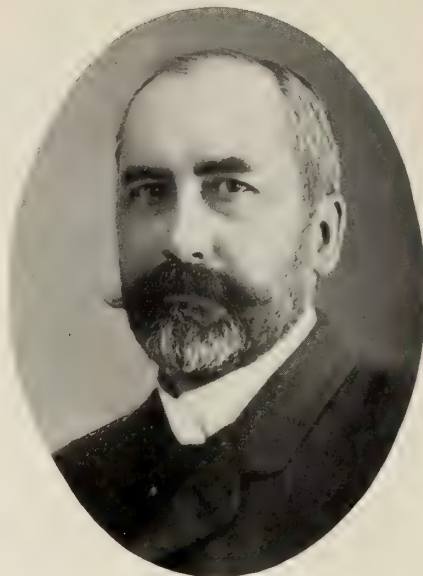
Mr. J. A. J. Martineau, 2169 Ontario St. E.—owns two stores—branch at 669 Ontario St., Maisonneuve—seven years in business.



Mr. C. Grenier—Ten years in business in Eastern Section of Montreal; well satisfied with a growing business.



Mr. Geo. G. Gales—President Montreal Shoe Retailers' Association; extensive high-class business; believer in good window displays.



Mr. John G. Watson, 201 Notre Dame E.—Forty-five years making and selling; thirty years successful chain store administration.



Mr. Ed. Belanger, 1783 St. Catherine E.—a retailer of highgrade shoes; has been in business for ten years.



Mr. O. Bernier—In business 52 years, 38 in the present location; holds medals and diplomas for shoemaking; hale and hearty.



Mr. Emile Gareau, of Therrien & Gareau, 241 Laurier Ave. West. Joined this firm two years ago.



Mr. James McCrudden, St. James St.—Started for himself in 1885; father was also in shoe business.



Mr. W. Priston, 204 St. Viateur St. W. Born in "glorious Devon," the land of cider and clotted cream. In Canada 27 years.



Mr. A. Vanier, 2273 Ontario S. E. A hand shoemaker in his younger days. For last thirteen years in the retail end.



Mr. J. A. Pinet, 1909 St. Lawrence Blvd.—In business seven years, formerly with Mr. F. Leroux.



Mr. F. Therrien, 251 Laurier Ave. West—partner Therrien & Gareau. Started 8 years ago, small store; now occupies 2 large stores.



Mr. J. E. Belisle—known as "Joe"; manager shoe department Henry Morgan & Co. In the business all his life.



Mr. W. H. Stewart—Manager Shoe Department Fairweather's Limited an old-timer in the business—well posted on women's shoes



Mr. Hector Hayeur—Succeeded his father, who was seventeen years in shoe business; in business on his own account six years.



Mr. H. Pepin, 569 Ontario St. East.—Progressive retailer and president of the F. & B. Shoe Company, manufacturers.



Mr. Louis Adelstein — Otherwise "Louie the Shoeman"; secretary Montreal Association; fine store on St. Lawrence Blvd.



Mr. J. Pierre Vinet, St. Lawrence Blvd.—Long experience in shoe trade and counts among his customers several nationalities.



Mr. C. R. LaSalle—Deserted newspaper business for shoes; has many good ideas and the courage of his convictions.



Mr. T. Dussault—A successful retailer; has large store in Montreal and firmly believes in retail organization.

Difficulties of the Tanner and Manufacturer

Many Perplexing Problems Confront Both Industries—Conservation of Materials for War Purposes Beginning to be Felt—A Time for Realization of the Common End in View—Retailers Should Understand Conditions as Outlined in This Article

THE regrettable effect of war on commerce is that it all too often smothers good-will and undermines confidence—two very necessary elements in successful business. We cannot do business with a fountain pen in one hand and a bludgeon in the other. Commerce spells reciprocity, mutuality, co-operation and a sympathetic understanding of the tribulations of all branches of industry. Nevertheless, we find, at the present time, an inconsistent lack of appreciation of circumstances interfering with business interchange—circumstances over which no element of any one industry can have control. In our own line—the shoe and leather industry—the obstacles arising out of the war have been beyond the conception of many retailers and a very large percentage of the general public. To add to our troubles, the daily press have been notorious offenders with their many slanderous insinuations of profiteering based on unreliable information.

Shoe retailers are perhaps, in the main, too absorbed in their own difficulties with the public to acquaint themselves with the trials and tribulations of the tanner, the manufacturer and the wholesaler—even though these have a direct bearing on their own businesses. Of late it has been the somewhat natural tendency of retailers to put off buying as long as possible in order to minimize the chance of misinterpreting style trend. This is magnifying the trouble, however, in that owing to present abnormal conditions, manufacturers are unable to give the prompt and immediate deliveries asked for and thus the necessary spirit of friendly commerce is strained to the limit. What are the difficulties and troubles of the tanner and manufacturer? Why is the manufacturer not able to make prompt delivery if we are willing to pay his prices? We hope you will find the answer, in part at least, in the present article. We have endeavored to be quite impartial in outlining some of the principal difficulties in the primary branches of the industry with a view, if possible, to enlarging the viewpoint of the retail trade as it applies to the manufacturing end. In a word, we have endeavored to oil the wheels of the industry that every part of it may run a little more smoothly.

TANNERS' DIFFICULTIES.

The three main difficulties confronting the tanner to-day are materials, transportation and labor. Regarding the first, the United States practically has sole control of the hide situation; fully 80 per cent. of all the good cow hides are taken for army purposes—not alone for shoes but for harness and every kind of military equipment; the poorer grade hides have no sale, either to the government or to the manufacturer of civilian shoes and it is just this situation that has caused no little amount of misunderstanding among the general public and some retailers during the re-

cent past. When it is reported in the daily press that hides are so much lower in price there is an immediate outcry—"Why is the price of shoes not reduced?" Contrary to expectations the price is increased, for the simple reason that cheap hides are of little use or value in making the class of shoe now demanded by the Canadian public. The winter take-off is poor and grubby; close confinement during the cold season renders the hide scratched and manure stained. This is the class of hide that is now fairly plentiful on the market, but which has practically no demand.

U. S. Government Controls Quebracho.

Again, one of the principal materials used in the tanning of cow hides is quebracho extract, which is obtained from a tree grown in South America. All of this extract, in solid and liquid form, comes to Canada through the United States. At the present time the United States has an embargo on quebracho and, while the government has not commandeered the supply of leather in the strict sense of the word, they have practically done so with the quebracho extract, because the tanner who is selling his leather for military purposes takes precedence over others. It is virtually an impossibility to import quebracho in the raw state from South America into Canada for the reason that there are no ships for transportation. Neither have we the necessary plant for manufacturing the extract. Our only course is to depend upon the United States government or else build our own ships and plant and import raw material from South America, the latter proceeding naturally being out of the question. However there is little present indication that we shall not have every possible consideration. Time was when the feeling between the Canadian and U. S. tanners was not over cordial and undue prominence has been given to the fact recently, we believe. Our information is that at the present moment the tanners of both countries are working in unison for the one common end.

A meeting of the Tanners' Section of the Canadian Manufacturers' Association was held not long ago to discuss this very vital question, and it was decided to form a war council along the lines of the one in existence in Washington. This council, it was proposed, would work through the Ottawa authorities in getting into touch with the United States government with a view to securing some relief. Up to the time of writing, however, nothing has been accomplished.

In connection with quebracho extract it must also be considered that, in addition to the difficulty of securing it, it has doubled in price. It is also necessary to secure an export license from Washington on all fat liquors, greases, chemicals and so on. This license is difficult, and sometimes impossible, to obtain. Then if the tanner is fortunate enough to secure a license,

he has to reckon with the present uncertainty in transportation and increased freight rates.

Hemlock Bark.

The hemlock tree grows in considerable quantity in Canada and Ontario manufacturers are able to secure supplies of hemlock bark from Northern Ontario. However, before the war, hemlock bark could be purchased for \$8.50 to \$9.00 a cord. Now the price is around \$17 a cord—just double—and transportation is uncertain.

The Dye Situation.

Tanners who had not sufficient dyestuffs on hand to see them through the last couple of years have had to pay prices ranging up to five times that of pre-war level. This abnormal increase, however, is gradually being relieved by the manufacture of dyes in the United States—the majority before the war being imported from Germany. The past high prices, however, must be taken into consideration as one of the tanner's numerous difficulties.

The Sheepskin Situation.

The export of raw sheepskins and kidskins from the United States to Canada has been prohibited, except by license. A Toronto tanner is authority for the statement that Canada has, in the past, been exporting to the States just as many sheepskins as she has been importing and the situation at this writing is that our sheepskins are still being exported while imports have been cut off. It is doubtless due to geographical conditions that this interchange of hides is necessary, but unless some action is taken to discourage export, the sheepskin situation in Canada may become serious. We understand the Tanners' Section of the Canadian Manufacturers' Association is working on the matter. The United States Government requires all sheepskins over 75 feet to the dozen for jerkins used by aviators. This also applies to kidskins, but as very few kidskins are imported in the raw state into Canada we shall deal with them under the heading of "manufacturers' difficulties."

Transportation Delays.

If the tanner is successful in placing an order for hides or tanning materials the next pressing question is: Can he get them transported? Somebody once said "Transportation is civilization"—certainly it is the backbone of commerce. And tanners are up against the most exasperating delays imaginable in the way of getting their supplies through. Delays of three or four months are quite common and, coming directly on top of the difficulty in placing orders at all, constitute a serious handicap in the manufacture of leather.

Tannery Labor is Scarce.

It is often said in connection with war that the best men are taken and the scum are left. There is nothing remarkable about such a situation but its effect on home industry is anything but encouraging. Skilled men who have not gone to the war are largely employed in making munitions and it is an impossibility for tanners to secure men with good mechanical ability. The class of labor obtainable just now is principally men who have been chased from the streets and their usual hangouts by the military police. They are paid an average of 35 cents an hour and, at the most, seldom stick at the job more than a day or two. Some of them, we are told, get tired of work after two or three hours. Before the war the average price paid

for labor was about 20 cents an hour. Also it might be said that labor was fairly dependable then. The help obtainable to-day will sit down on the job the moment the foreman's back is turned. One tanner states that he is continually offering men steady jobs in his tannery at wages ranging upwards from \$18.00 week, but the men don't want to work. If they can secure a few dollars unloading cars or something of that sort they are quite satisfied until necessity forces them to do a couple of days more labor.

Owing to all of these conditions it is impossible for tanners to operate their plants at anything like full capacity, and the difficulty of meeting manufacturers' demands will be readily seen. Further, the overhead charges of operation remain practically the same as if the plant were working at full capacity.

MANUFACTURERS' TROUBLES.

The troubles of the manufacturers naturally group themselves under the same headings, but in a somewhat different order. The greatest difficulty in the path of the shoe manufacturer to-day is the labor problem. In addition to depletion of the skilled workers through voluntary enlistment, the military service act has played serious havoc with the industry and now further interruptions are being experienced owing to the frequent "raids" on factories by the military police. A shoe manufacturer told us the other day that in a raid on his factory, several of his best men were taken and confined to jail until they could prove their cases to the satisfaction of the authorities. We can perhaps find no fault with the zeal of the military in trying to secure all defaulters, but in cases of this kind factory production is seriously handicapped, and any interference at the present time, no matter how slight, is a serious matter.

The labor itself, in addition to being less skilled, is difficult to hold and hard to manage. There is apparently little loyalty or co-operation among shoe manufacturers in this matter at all. As one manufacturer put it: "They'll steal your help while your back's turned." The man with a trade is out to take advantage of his opportunity and consequently is continually shifting from place to place where he can make the most money. Then again, it often happens that a union man is offered better wages by a non-union shop and immediately leaves his union shop to go with the other. Contrary to this privilege, however, it is impossible for a non-union man to work in a union factory without stirring up a hornet's nest. The wages demanded are also abnormal.

Supplies Hard to Secure.

When it comes to a matter of securing supplies, of all kinds, the shoe manufacturer is in almost as bad a fix as the tanner. The United States government requires a special permit to ship supplies and this is difficult to secure. Such materials as hooks and eyes, sheepskin, used for facings, and so on, are all under the ban. There is also great difficulty in securing machinery parts and additional equipment needed and, in case of breakdown, there are consequent delays in production. The biggest companies making machinery cannot promise prompt deliveries.

And the cost of everything has increased. For example, sheepskin facing, which before the war cost about 3 cents a yard, is now 3 cents a foot.

The United States government has commandeered all 1¼ and 2 yard twills and drills stored in bleacheries

and dyehouses and in the hands of converters or jobbers. This cotton cloth is largely used in shoe linings. In some instances it is announced that converters can fill only 10 per cent. of the orders they have in hand for shoe linings. It is believed the full effect of this action will be felt next fall when manufacturers' present supplies have been exhausted and orders are to be filled for spring.

Another striking instance of the difficulty in obtaining supplies is that of making-room thread. Owing to the war the supply of linen thread, which was imported from Great Britain and the United States, is cut off and manufacturers have to rely on cotton. There are only a few mills making suitable cotton thread in the United States and when the allied governments commandeered the linen yarn for aeroplanes there was naturally a very big demand on these mills manufacturing cotton thread. Capacities are being increased as rapidly as possible but in the meantime the shoe manufacturers of the United States and Canada are making heavy calls on the present equipment and a difficulty in getting supplies has arisen.

Delays in Customs.

Great difficulty has been experienced also on account of the demoralized conditions existing in the Customs Office. Shipments and invoices are continually being lost and held up and it is sometimes a matter of months before goods can be got through.

The situation in shoe laces is now said to be a little easier, though prices have increased tremendously. During the past winter, however, there were times when laces were at a premium.

The difficulties of transportation during the past winter are well-known and shoe manufacturers, in common with other manufacturers, suffered exasperating delays.

Leather Supplies.

Calfskins and sole leather have increased over 100 per cent. in price since the war broke out and there are long delays both in the tanneries and in transportation. A manufacturer relates a typical instance where he placed an order with a tanner amounting to approximately \$50,000 worth of calfskins, to be delivered as required. Now, three months after placing the order, the leather is coming in in negligible quantities of two or three dozen skin at a time. The tendency of mostly all Canadian shoe manufacturers is to use sole leather of the first quality and this, of course, is not always easy to secure from the tanners.

Embargo on Kidskins.

Philadelphia is the leading glazed kid centre of the American continent and the United States government has placed an embargo on kidskins of 75 feet to the dozen skins. Export is only permitted by special license from Washington. Then again, the railways out of Philadelphia are frequently congested and temporary embargoes are placed on certain classes of freight—shipments of kid consequently suffering. A shipment by express from Philadelphia to Toronto on April 10 has not been heard of yet. Ordinarily this shipment should come through in a week at least. The market for kid is very bare at the present time and prices have had a strong upward movement.

In all kinds of leathers there is a present difficulty in securing colored goods. A Montreal manufacturer has had orders for leather filed with tanners over three months and shoe orders on his books for the same time

still waiting for that leather. This is typical of the leather situation among all makers. Usually too the demand is on one or two favorite colors and, in addition to increasing cost by wide demand, it is almost impossible to get stocks.

Troubles are Legion.

Enough has probably been said to convince the reader that there is very little possibility of a reduction in the price of leather; the reverse seems to be more likely, though what the future has in store, of course, is always a problem. However, such small changes in the price of leather to-day is almost a detail in calculating the cost of the finished product. Even if leather were to recede in price, unless other conditions became more favorable, it is difficult to foresee how the price of shoes can do anything but advance. There is a great labor shortage and labor shortage means smaller production and, consequently, higher costs. The price of labor is constantly increasing and at an alarming rate. The scarcity is operating to make labor independent, and appears to have created a mental attitude of disinterestedness and indifference, which is very costly, due to careless and lackadaisical work. Factories are almost weekly tied up in one or another department for lack of supplies, including machinery, which, not only are expensive, but which it is practically impossible to get. Added to this is the greater expense of transportation—to say nothing of the delay. In an endeavor to facilitate movement of supplies, most manufacturers have adopted the course of having their orders shipped by express. However, congestion has been such that this has helped matters little and the cost is anywhere around five times as great. As an example of the uncertainty even of express transportation, we cite the experience of a manufacturer who ordered a shipment part express (for which he was especially in need) and part by freight—and the freight arrived first. In addition to all the major difficulties enumerated, there are constant smaller incidentals—repairs, maintenance charges, etc., which cost at least twice as much as formerly, to say nothing of the delay in getting them.

The Difficulty of Small Orders.

Large orders are naturally desired by all manufacturers but a small order receives equal attention with a conscientious maker. It does, however, increase his factory difficulties when retailers do not buy strictly according to sample and in case lots. Instead of buying, say, ten styles in case lots a great many retailers chop their orders up—possibly into 15 styles in 18 pair lots. This all means additional checking and figuring in the factory, slowing up production and increasing costs. Then again there are countless retailers who can always be expected to want two or three changes made on the sample. They like the shoe all right; it's a good line and they believe it will be a seller, but instead of eyelets to the top they want hooks; instead of some particular perforation they want it plain; or they want a different make of fibre sole; or if the sample has a leather sole and rubber heel they want it leather, or vice versa. All of these changes necessitate changing factory cards and records and still further tend to slow up production and increase costs. The retailer may be willing to pay a little extra for the changes, but costs should be kept at the lowest possible figure in the interests of the entire industry.

Hides and skins, leather, harness and shoes, are important munitions of war. Here then are our civilian

difficulties: materials, transportation and labor. If at times our governing bodies seem to carry their measures to extremes let us remember that the most important thing in the world at the moment is to win the war. Our tanners and shoe manufacturers are undergoing unprecedented hardships in order that the allied armies may be properly equipped and maintained. Let us, therefore, adjust our minds to a proper realization of their difficulties and, as far as possible, accord them sympathetic treatment.

To the retailers we would say, finally, that we believe it will be in their own interests and in the interests of the trade in general if, until present conditions adjust themselves, they order as far ahead as possible, in as large quantities as possible, pay as promptly as they can and do not demand special work on their orders. Above all, for the time being, in the interests of the trade do not order single pairs to be made up specially. It is natural that the manufacturer should endeavor to please a good customer, but there is no doubt it disorganizes his plant to a very considerable extent and reduces very materially the quantity of his production.

Toronto Shoe Retailers Take Course in Practipedics

DURING the week June 3—7 a post graduate course in Practipedics was held in the Prince George Hotel, Toronto, by Dr. Wm. Scholl's American School of Practipedics. Dr. W. A. Hill was in charge of the course and was very ably assisted by Mr. Earl N. Case, demonstrator for the Scholl Manufacturing Company in Ontario and the Maritime provinces. The work consisted of one week's intensive instruction in the anatomy, including dissection, of the lower leg and foot and other subjects of vital interest

to shoe retailers such as the study of deformities; abnormal conditions of the feet; how structural changes take place; the cause of weak foot; broken down arches, flat foot, etc.; the arteries, veins and nervous system of the foot, their functions, circulation; metatarsalgia; Morton's toe; painful heel; perspiring feet; how to fit arch supports; how to sell specialties and so on. In a word, the lectures covered everything any shoe merchant or shoe salesman should know about feet and foot comfort, and in such simplified form that the entire proceedings were easily understood and intensely interesting. On completion of the course, examinations were held and those passing the tests were given diplomas as practical proof of their ability to diagnose foot troubles.

The whole secret of a successful specialty business in footwear findings lies in the ability of the retailer to properly prescribe for his suffering customers. A poorly fitted arch support is often worse than none at all. A course of instruction, such as this, has a worth that cannot be reckoned in dollars and cents for it enables the retailer to offer his patrons a highly specialized service, thereby increasing his standing and prestige in the community. Not only does the training enable him to treat foot ailments but a thorough study of the anatomy of the foot is a big aid to the successful fitting of shoes.

There was a good representative attendance at the day and evening classes in Practipedics and well merited praise has been given Dr. Hill and the Scholl organization for the enthusiastic manner in which the course was conducted and the knowledge imparted. While the American School of Practipedics was organized in 1916 this is the first time it has been brought to Canada. The next visit is certain to be attended by an even larger number of retailers. In the meantime the Scholl demonstrators are carrying on the good work in various retail stores throughout the country.



One of the Day Classes in Practipedics, held in the Prince George Hotel, Toronto—Dr. W. A. Hill giving a lecture on dissecting.

The Training of Sales Force is of Extreme Importance to the Success of a Retail Shoe Store

By A. L. Wright

IN ninety per cent of the retail stores in Canada today, there is little or no system of training, or plan for educating a sales staff, other than the haphazard way of allowing an incoming "addition" to fall into the general methods of stock-keeping, waiting on customers, handling of cash, and deliveries of goods, that have been customary in, and the policy of, the store since its inception.

The writer, although always in the retail shoe trade, has had the benefit of being associated with as many as eight different store staffs, from the extreme East, to the middle West, from the humble shoe store whose total staff numbered three people, to the greatest department store in one of our largest cities. In all of these the store policies differed widely, but in only one was there anything like a system of training for younger salespeople employed.

This system took up the young person, immediately on his entering the firm's employ, with the avowed intention of making of him a finished salesman—courteous, painstaking, accurate and well stocked with knowledge of the firm's goods. They first of all received the young applicant in a private room, around the walls of which were hung such notices as—"Don't make the same mistake twice," "Be earnest and endeavour to make a good showing," "Listen to and watch the leaders and you'll see how it's done." The employment manager, who received the young person, would begin something like this: "Have you had any previous experience in selling shoes?" No! Do you propose, in going into the shoe selling profession, to make it your future work? Yes! Our reason for asking this is to impress on you that we propose to teach you something very valuable, "Salesmanship," and shoe salesmanship is a very efficient and a higher type of salesmanship than that which is required at a ribbon counter or at a soda fountain, consequently is much better paid for. As a beginner we will pay you a salary of — per week, merely as a starting point. If you are apt and take hold readily your percentage of cost to the firm will come down and your salary will be increased accordingly. Strive always to sell, if possible, a better shoe than the customer may name, but sell her—shoes.

Never allow a customer who becomes undecided, to leave without making a "turn over," calling another salesman, which gives the store a fresh chance. Lastly, work together with your fellow salesmen; team work is what we desire and require. You now represent the store. Our interests are in your hands, let us all pull together."

The failure of the majority of employers to have a little confidential talk along the above lines at the time of engaging new help is very largely responsible for the slack, easy-going, drift along style of service that is common to so many stores. The newcomer is most impressionable at the time of taking up a new position, hence that is the logical time to make these impressions.

How many employers realize that lost sales are in nine out of ten cases, merely lost for want of the en-

forcement of a rule to turn over an undecided customer to a fresh salesman? If I were an employer I would have printed a set of store rules to be posted in the employees' cloak room and other convenient places; something like the following:

To our whole Staff of Valued Employees.

We ask the sincere and wholehearted co-operation of every member of our staff, in observing and carrying out the following store rules:

1. The "turnover" of an undecided customer to another salesman directly she shows any uncertainty of buying.

2. Goodfellowship and a spirit of friendliness among our staff make for the success of this store. Cultivate them.

3. After first addressing your customer, let her take the lead. Be a "source of information," but not a party to an argument.

4. Never wrap a pair of shoes without examining them as to their being mates. Mismatched shoes annually cost us a large amount. Help us to eliminate this!

5. Strive to be courteous. Smile at an unfair assertion, however untrue. The winner in any contest keeps his temper and keeps smiling.

6. Team work is as necessary in business as in football, let us work together and help each other whenever an opportunity offers. The salesman that plays the combination, is he that turns an undecided customer over to another salesman. The individual star does not count here.

7. Read the shoe trade magazines. This firm subscribes to two splendid publications which are filled with authoritative articles and good pointers by shoe experts. These are always a source of education and inspiration, and can always be had from the Office.

Why Lose a Customer?

Generally speaking the stock of shoes in any first-class shoe store is very much the same as that of any other similar store in the same town, and represents the products of the leading shoe makers of the Dominion equally well. Why then, after the expense and trouble of reaching the customer through advertising and in inducing her to call at your store, is a sale lost? It must be, and is, that the hitherto strong chain of good merchandising has a weak link, and that weak link is the selling service. In some unapparent manner the salesman has fallen down, either through lack of selling ability, the power to convince, or the want of "diplomacy". Very often an excellent prospect is lost because of the tendency on the salesman's part, to talk too much, to talk too little, or to go off on the wrong tack. The ideal salesman plays safe, he is alert, yet dignified; courteous, yet not gushing, is ready when he finds it acceptable, to impart information, still does not force his knowledge on anyone. Also he knows just when to stop and close the sale, which is highly important as many sales are made and then "un-made" again.

This writer once worked under a very capable manager, who was still not a good salesman, and on different occasions had finished the selling of a pair of shoes and was wrapping them up, when the manager



New, Scuffer shoe being manufactured by Getty & Scott, Galt, Ont. These shoes are all made extra wide and are proving very popular.

would come along with a pleasant remark to the customer, with whom he was probably acquainted, and would say, "Why, how do you do Mr. —, this is a splendid day. Getting fitted in new shoes?" "Yes," would say the customer, "I'm taking a pair of those new brown shoes with fibre soles, as so many people are wearing them." "Well," (would say Mr. Manager) "Now for myself, I find they 'heat' the feet up badly in warm weather. I always prefer a leather soled shoe. We have one here in the shape you like, only with leather sole and rubber heel, let me see, you wear a 7, Mr. —, do you not?" "7½," answers the customer. "Oh yes," turning to myself, "where is No. 877?" to which I would be obliged to answer, "here is the line, but we are sold out on the middle sizes." "Too bad Mr. —," would say our manager. "We have this shoe coming in again shortly, but cannot fit you in it to-day." "Well," would speak up the customer, "I rather think you are right in what you said about the fibre soled shoes heating the foot, so really if you don't mind, I think I'll wait after all for this other shoe to come in." "Very well Mr. —," would say our genial Manager, while I meekly unwrapped my pair of eight dollar shoes and put them back into stock. Not twenty minutes after our boy, Jimmie, happened in on one of these occasions with a grin on his face to say that he had just seen my last customer, Mr. —, coming out of "French's," our competitor down the street, with a pair of new shoes under his arm. This illustrates to a nicety what is meant by "undoing" a sale which has been already made. It is a sorry fact that most salespeople very soon lose their desire to specialize, to excel, or in fact to regard their profession as other than a hum-drum every day the same kind of life.

A good deal of novelty and new interest can be created, by holding regularly, say, two mornings of each week, a meeting of all sales-people, for a half hour chat on trade subjects, items of information regarding the stock, novel experiences with customers, which may be of benefit to other salesmen, etc. These little family chats are of great value, both in encouraging a friendly feeling among salespeople and with the employer, and, as a source of information, which is bound to be helpful to every member of the staff.

Lastly there must be atmosphere of firmness, but yet of "kindness" emanating from headquarters, which allows the young sales-person to feel that he has the "sympathy," the "respect," the "confidence" of his employers, and that he is not being "watched," but is being admired in his endeavour to excel. Shoe selling is a splendid "profession" if we only regard it as such.

Current Styles

RETAILERS who keep themselves informed in matters of style trend in the fashion centers will be interested in the following summary of fashions for men and women in New York, reprinted from a current issue of Modern Shoemaking:

The big demand in ladies' styles still centers on oxfords. Patent leather is selling, but the bulk of the business has now turned to colored oxfords. Brown kid and Russian calf in various shades are on top. The demand is divided between all-leather low and covered high heels. They are selling in about equal proportions.

Grey and ivory kid oxfords have started to sell this month, and if the weather turns fairly warm later in the month the sales will increase on these two styles. All stores expect to sell white kid and buckskin oxfords in good numbers, for each window display brings them forth. Much, however, depends upon the weather to push white shoes, and the early part of this month produced cold, rainy days.

In black low-cuts gun-metal and black kid are the best selling styles at present, outnumbering the demand for patent leather which early in the season went beyond expectations.

There are still some boots selling and the solid colors seem to prevail. A medium and a dark shade of brown kid are good, and a light shade of grey kid is also moving.

Russia bals with military heels sell almost all the time, except in real hot weather.

There is a gradual trend of styles leading to pumps as the season advances; the latter part of this month will almost show if it is to be pumps or oxfords or both for the remainder of the summer season.

Black and mat kid, also gun-metal pumps are going good right now. Brown kid, also bronze and the popular light colors in kid are all shown and selling in pumps. White kid and Nu-buck pumps are also on display.

Footwear for Men.

The sale of men's shoes in this city has improved wonderfully during the past two weeks, and most dealers are reporting a gratifying increase in this department of their business. The warm weather of the early part of the month has proven just the thing required to start the sale of men's low-cuts, and there is a big demand for this style of footwear at present.

The darker shades of leather are again the most popular sellers. Shell cordovan, of dark mahogany,

carrying a heavy sole, and made in either a plain toe or a light tip, are selling well. In the calf leathers the demand seems to be for shoes carrying the broader, round toes, although the younger element of customers still cling to the recede, flat-toed model last.

Many blucher effects are being shown, both in black and tan, with plain toes and heavy weight soles. Circular vamp oxfords are meeting with favor.

In black footwear the tendency is toward the broad-toed styles, and many of these in the lighter weight dress-wear models are selling.

The sale of high shoes for men has naturally fallen off, although some of the stores are featuring black vamp lace boots with a light grey fabric top. The sale of this style of footwear, however, is none too good.

Officers' boots and puttees continue to be called for, and the sale of military footwear and supplies has grown to be an important department of many shoe-stores, especially those catering to the better trade.

The sale of sport shoes has not been especially heavy, although men's golf shoes are meeting with a fairly good demand. Most of these are of the plain-toed balmoral model, carrying a bal strap, and made on a comfortable broad last.

Some manufacturers report large orders for fall in the different shades of brown.

Dr. Scholl's Second Foot Comfort Week

DURING the week of June 17-22 Foot Comfort Week will be with us for the second time. This event has assumed almost national proportions and is, we believe, meeting with the hearty approval of a vast majority of the retail shoe dealers as well as manufacturers of shoes. Owing to the war and the effort to procure the greatest degree of foot efficiency, both in military service and out of it, Foot Comfort Week this year becomes an even more important event. Further, from the experiences of those who participated last year it was shown that the sale of shoes and findings of all descriptions was materially increased. We therefore feel that under these circumstances and conditions every one engaged in any branch of the shoe industry will be glad to co-operate.

A certain percentage of retail shoe dealers in Canada may have a wrong idea as to exactly what Foot Comfort Week is and what it accomplishes. Primarily it is to advertise the advantages of the various devices for making the feet of the human race more comfortable; that is, it is an educational campaign. The sale of these devices is a secondary consideration, though a natural sequence. When people are convinced of the value of an article they will buy. Foot Comfort Week is designed to convince them.

Indirectly it has a tendency to stimulate and elevate the whole shoe business. Dealers who participated in Foot Comfort Week last year express the opinion that the event is very beneficial to the sale of shoes and other merchandise as well as for arch supports and other special devices and remedies. Aside from this it is an occasion when dealers can, and do, through extensive advertising and beautiful window trims, compel the public to recognize their business as one of greater importance than merely the retailing of foot merchandise.

Easier to Sell to the Wife

Talking about sales, the manager of a Montreal store selling to men only declared: "I always like to see a man come into the store accompanied with his

wife. I know it means an almost certain sale. My talk is then directed largely to the lady, because if I can win her attention, the sale is practically made. Women have now grown accustomed to the high prices, but many men have not yet reached that stage. The result is that women will often offset the influence which leads men to object to pay the high prices which are ruling for the best goods. Hence I always welcome the presence of women, who often prove a real aid to selling."

Pro Patria

Mr. N. P. Bastien, son of Mr. A. Bastien, general manager of the J. G. Watson shoe stores, Montreal, has enlisted in the Royal Flying Corps and is now at the University of Toronto. Mr. Bastien, after finishing his



Mr. N. P. Bastien

course at the Montreal Technical School, took a position with his brother, Mr. W. Bastien, shoe retailer, Montreal. Many friends wish him good fortune in his new activities.

Buying From Too Many Sources

"In my opinion," said the representative of a large Montreal manufacturer, "retailers as a rule carry the stocks of too many firms. My experience both on the road and in the manufacturing end leads me to the belief that retailers would save money and transact as large a turnover as before if they would confine themselves to buying at the most from two houses making practically the same lines. I have in mind one instance where a retailer carried stocks of manufacturers making almost identically the same class of goods. This results in too many broken lines at the end of the season—and of course a certain amount of loss in getting rid of the goods, by sales. The practice of the most successful retailers is to confine themselves to buying from one maker of a given class of high grade goods, and I believe that this is the most economical plan. It is economy to purchase more largely from one firm rather than to split up orders between say three firms who are producing much the same grade of shoes."

Is There Anything Wrong with this Advertisement?

MR. H. S. Ireland, proprietor of the C. P. R. Men's Store, 503 North Railway Street, Medicine Hat, has sent us the newspaper copy reproduced herewith, with the request that we criticize it in Footwear in Canada. The size of the advertisement was $6\frac{3}{4} \times 5\frac{1}{2}$ inches and appeared in the upper, left-hand corner of page 8 in the Medicine Hat Daily News.

It is quite evident that Mr. Ireland spent considerable time and thought in the preparation of his copy; in general character it is much higher than the average. It is free from grammatical "bulls," exaggerated statements and comparative prices. He has realized that the "Regular \$10.00—marked down to \$6.82" has no place in modern advertising.

There are, however, minor details in which, we think, the ad. could be improved. Our first criticism

Our First Thought For Our Customers Is COMFORT

Immediate comfort in the fitting of your shoes is our chief object.

Our shoes are bought for comfort, on lasts scientifically built to fit a human foot.

Your feet are very important to your physical welfare, your success, your safety.

No shoes are too good for you if they make you feel better, and make you more sure of yourself.

WE GUARANTEE THESE INVICTUS LASTS FOR COMFORT, DURABILITY, APPEARANCE, VALUE

AULTO LAST, broad tread, short vamp, well arched instep, in gunmetal, box calf and victor kid leathers... \$8.00 to \$10.00

CRESTO LAST is designed on somewhat slimmer lines, tapering more at the toe; it has short vamp, well arched instep and plenty of toe room. \$8.00 to \$10.00



ARMY SHOE—Invictus came through the government commission inquiry re shoes without a mark against their high reputation for quality. The army shoe is just what it is intended to be, a "whale" for wear and comfort. The price is... \$8.00

BUNION LAST for deformed feet and elderly men. This is not a great seller but a sure boon to the deformed foot, and we take a pride in making your feet happy... \$8.00

SUMMER UNDERWEAR—Do not forget to look over these lines in union suits or shirts and drawers.

Holeproof Hosiery in black, grey, white; guaranteed for 6 months; 6 pairs... \$2.50

A New Special in Foremen's Gannets, chrome tan horsehide, solid leather cuff. We have the sole agency for this special. Price... \$8.00

Remember our Tobacco List and Cigar Specials

C.P.R. MEN'S STORE 503-509 N. Ry. St. H. S. IRELAND

The division of the lower half of the advertisement into three columns is another mistake, we think. There is not sufficient contrast between the advertisement and the news columns, a portion of which we have reproduced to make our point clear.

It is doubtful if the words "Aulto Last" and "Cresto Last" have any special value, although the "Army Shoe" and "Bunion Last" will have an appeal to many. In the description of the "Bunion Last" it surely was a mistake to say "This is not a great seller." We see the point all right, as will also the average retailer—a special shoe for special cases—but why handicap it with this negative statement? It should be a great shoe and a ready seller to men with foot ailments."

We wonder if the advertiser gave any particular thought to the fact that he is paying good money for space to advertise a manufacturer. A great deal has been said along this line in the recent past and good advertisers have, in general, been of the opinion that the retailer should advertise himself and himself alone. We don't know whether this particular store has an exclusive agency for the brand of shoes advertised or not, but the point he should bear in mind is to educate his customers to that point where they believe the only place to get comfortable shoes is at the C. P. R. Men's Store. Many stores may advertise a certain manufacturer's shoes and if the customer buys his footwear under the maker's name he's just as liable to go to another store, whether it's in your city or some other town or city he might happen to be visiting. A man can buy patent medicines at any drug store, but if it's a certain preparation he wants, put up by one particular druggist, under that druggist's own name, he's going to pass by the other stores to get what he wants.

Finally, we incline to think that neither the name of the store nor the proprietor is in large enough type. All very well to say that if the customer is sufficiently interested to read the ad. he'll look for the name—but all people are not sufficiently interested and the name should be large enough to strike the eye when glancing hurriedly over the paper. In this case, no doubt, the name has been small, owing to the congestion of type matter in the body of the advertisement.

Retailers in many towns and cities are handicapped in the preparation of their advertisements by inefficient compositors. This situation can be materially remedied, however, by learning type sizes and the kinds of type carried by your newspaper. Then when you are writing your copy draw up a "dummy" so that you can hand it in with your copy and have the compositor follow your ideas and type sizes instead of his own. Your ideas are original: his, likely enough, are stereotyped.

One little thing more—a right-hand page is generally considered better than a left hand—catches the eye first. Also keep as far away from other ads. as you can unless yours overshadows theirs.

A pessimist is a man who believes lightning can strike twice in the same place.

An optimist is a man who doesn't care a darn if it does.

is that it contains too much reading matter. There are some people—very few—who have the patience and time to read their paper from start to finish, advertisements included, but the average person nowadays just touches the high spots—the headlines and the advertisements that attract and are easy to read. We think if this advertisement had contained less meat it would have appeared to better advantage.

The idea expressed in the cut is excellent, but the average reader will not "catch on" at first glance. Its meaning cannot be grasped without careful thought; the large shoe serving as the background rather "clouds the horizon." As a matter of fact the chair is more prominent. Then again we really don't know whether this chap in the chair is comfortable or not—possibly he's nursing a toothache. A cut of this nature should show more—if possible—the face and its expression, thereby proving beyond a shadow of a doubt, that the man is absolutely happy and contented in his comfortable shoes. The word "comfort" in large type at the top is good.

MAURICE PROMOTED

London, April 24.—Maj.-Gen. Frederick Barton Maurice, chief director of military operations in the war of

accordance with arrangements made some time ago, to duties in the field. He probably will be assigned to work in relation to the united command of the British and French armies.

chief staff officer of C.E. 5th Indian army and chief of the British military mission at Italian headquarters. Gen Radcliffe will take over

Toronto Repairers Doing Good Work

Also Get Together for Social Entertainment—
Enthusiasm Continues Unabated



ON Thursday evening, May 23, the Toronto Shoe Repairers' Association held their regular meeting and the work of the new Purchasing Committee was outlined. In this matter of co-operative buying the Association will, from present indica-

tions, derive much benefit.

A social euchre and dance was held on Wednesday evening, May 29, which was well attended by the members' wives and families. Mrs. Edwards carried away the first prize for euchre and Miss Mason second. Mr. W. Wagle, 232 Queen West, won the men's first prize.

The repairers are keenly anticipating their trip to Acton on Wednesday, June 12, when they are to be guests of Beardmore & Company, leather manufacturers, Toronto, in an inspection of the Acton tannery. At the last regular meeting an appreciation of the courtesy of the Beardmore Company was unanimously voted.

Standards For Attaching Fibre Soles

IT is generally recognized in every repair shop that fibre soles require somewhat different handling from leather soles. The following specifications for Goodyear welts, McKays, and turns, prepared after considerable experimenting and consultation with shoe manufacturers, are issued by the makers of "Rinex" soles, handled in Canada by the Canadian Consolidated Rubber Company.

Goodyear Welt Shoes

Preparing Sole—Preferably the upper side should be buffed; as a substitute it may be washed with gasoline to prepare surface for cementing.

Preparing Shoe Bottom—A bottom filler consisting of granulated cork, leather dust, and cement to form a strong sheet should be used. It should not contain any tarry or asphaltic material; a sheet of fibre board may substitute for the above filler if it is cut so as to completely fill the bottom of the shoe.

Shank—Either wood or steel may be used, but if the latter it should be covered with fibre or leather board.

Cementing—Soles should be laid about an hour after cementing and applying the bottom filler.

Stitching—Six to seven and one-half stitches per inch, using coarse thread; seven to nine stitches per inch, using light thread.

Do not shorten stitch at toe. Draw lock just below the upper surface.

Awl—File to a perfectly round point. Use a size about four points larger than the needle. A success has been made using a chisel awl, but we recommend the round point.

Thread—Use cotton; soft loose twist rather than hard

twist; a large size as compared with awl and needle. Use only light tension on thread. Remove nearly all wax from thread.

Fudging—Use at least 1/9-inch welt if it is to be fudged.

Middle Sole—The use of a middle sole, preferably of leather, for strengthening and stiffening the shoe, will be considered as one of the most improved methods of construction.

McKay Shoes

Preparing Sole—Preferably the upper side should be buffed; as a substitute it may be washed with gasoline to prepare surface for cementing.

Preparing Shoe Bottom—A bottom filler consisting of granulated cork, leather dust, and cement, to form a strong sheet, should be used. It should not contain any tarry or asphaltic material; a sheet of fibre board may substitute for the above filler if it is cut so as to completely fill the bottom of the shoe.

Shank—Either wood or steel may be used, but if the latter it should be covered with fibre or leather board.

Cementing—Soles should be laid about an hour after cementing and applying the bottom filler.

Stitching—Approximately 3 to 3½ stitches per inch should be used. There need be no deviation from the general practice of stitching leather, with the exception that we would recommend the use of a slightly lighter cotton thread, in order that the channeled lip may be more easily laid down perfectly smooth.

Awl—Awl should be filed to a round point.

Thread—Cotton; soft loose rather than hard twist.

Turn Shoes

Our specially designed style of soles for use on turn shoes is so made with a moulded fabric reinforced channel that this sole is furnished the shoe manufacturer ready to be stitched onto the shoe without any deviation whatever from his regular methods of stitching, with the further advantage that the sole is made to conform to any style last and does not require the usual preparation of channeling or the finishing process of trimming.

A Medical Man's Opinion

Dr. Bradford of Harvard Medical School in speaking of shoes stated recently:

"Modern shoes have the 'ankle check' too low. That meets the demands of style, but it causes 'hump foot' and a rolling of the sides of the foot, which causes ligament strain. When shoes are small and pointed, there can be no 'toe clutch.' The elasticity of the foot is lost, rigid flat foot ensues, and serious foot deformity results."

This applies to footwear in general. Yet he claims that the pump is the worst offender, causing a "hump foot," the sign of which is a puff of flesh on the ankle. Nineteen-eighteen styles call for long slim toes which have no "toe clutch," a serious defect in Dr. Bradford's opinion.

Harry Rannard to be an Airman

Among the 25 young men who left Winnipeg recently for Toronto to join the Royal Air Force, was Mr. Harry H. Rannard, only son of Mr. and Mrs. A. B. Rannard, Waverley St., River Heights, Winnipeg. For the last year Mr. Harry Rannard has had charge of the Children's Shoe Department of No. 2 Store, 313 Portage Ave., Winnipeg, where owing to his efficiency and pleasant manner he has made himself very popular with the many customers who have frequented the



Mr. Harry H. Rannard.

store. Mr. Rannard was presented by the firm and staff with a beautiful wrist watch suitably engraved, together with a cheque, in token of the esteem in which he was held. The best wishes of the company for his future success in the work he has now entered upon go with him.

Quebec Manufacturers Make Plans for Reorganization

AN effort is being made to organise more effectively the boot and shoe manufacturers of Montreal and district. A meeting was held on Wednesday, May 22, at which it was decided to reorganize the Montreal Boot and Shoe Manufacturers' Association, and at which plans were outlined for co-operation and action.

In calling the meeting, Mr. Geo. A. Slater pointed out that "Competition is to-day, and always will be, the life of trade. It is the one thing that makes life worth while for all of us. We are making shoes, not alone because of the money we can gain, but also because of the desire each one of us has to make himself worth more not only in his own regard, but in the regard of others. To accomplish this it is self-evident that an association in which we can all play a part is essential.

"But there is another consideration, and that is the growing need for a proper conception of the markets we are striving for and the many difficulties with which we must contend inside and outside of our fac-

ories in order to reach these markets with profit to ourselves. Industrial conditions are changing day by day. With the coming of peace these conditions will doubtless show more radical changes as a result of the necessary readjustment.

"We should be able to meet our Government, no matter what its creed, on a basis which will be solid by reason of the fact that we as boot and shoe manufacturers in this particular vicinity are banded together, not with any particular selfish motives, but with a desire to maintain the good reputation of our craft and to help to protect our own interests as well as those of the country, which is in some measure dependent upon our success."

Mr. Slater presided at the meeting, and referred to the work done in the past. For instance, there were the efforts made to manufacture Canadian boots for Canadian soldiers; then there was a petition which had been extensively signed by shoe manufacturers and leather firms, and which would request the Government to appoint technical men as leather appraisers in Montreal and Toronto. Mr. Slater also suggested that the Association should take up the question of an embargo on shoe imports to Canada and the subject of restrictions in the manufacture of boots and shoes.

A number of by-laws were approved. These deal with the general carrying on of the work and set forth the objects of the Association as follows: To protect the interests of the boot and shoe industry, particularly with reference to such matters as legislation affecting the industry, Customs tariffs on boots and shoes and on material used in their manufacture; to deal with such questions as credits, transportation, insurance, machinery and royalties, and in general to guard its members against all discrimination and unjust treatment, to promote friendly intercourse among boot and shoe manufacturers.

It was decided to charge \$20 per annum for membership fee to provide funds to carry on the work of the Association.

The question of appointing a special committee to make representations to the Government in matters affecting the trade was discussed and Messrs. R. N. Feltes and Oscar Dufresne (Dufresne & Locke) were appointed to communicate with the Ontario and Quebec Boot and Shoe Associations suggesting that they appoint representatives on the committee.

The subject of co-operative effort was also under discussion, and plans to this end and for making the association an effective organization were outlined.

The following were appointed officers: President, Mr. R. N. Feltes, Ames Holden McCready, Ltd.; Vice-Pres., Mr. R. Locke, Dufresne & Locke, Ltd.; Secretary, Mr. W. P. Hughes. Reception and Membership Committee—Messrs. Albert Tetrault, Tetrault Shoe Manufacturing Co.; A. Lecours, Canadian Footwear Co., Ltd.; L. Gauthier, Slater Shoe Company, Ltd. Transportation and Legislation Committee, Messrs. W. Smardon, Smardon Shoe Co. Ltd.; Joseph Daoust, Daoust, Lalonde & Co., Ltd., E. Corbeil, Corbeil, Ltd.

Cut-raters and quality-cutters are usually found in partnership with one another.—E. M. Trowern, Dominion Secretary of the Retail Merchants' Association.

Some manufacturers report large orders for fall in the different shades of brown.

Long Service Employees

THE Dominion Rubber system have 72 employees who have served the firm for 25 years or more, several of these being pensioners of the company. Among the latter is Adolphe Groleau, who was with the firm for 50 years, while his son has served for 32 years—certainly a fine record. To mark appreciation of their services, the company have presented the 72 employees with long service gold badges.

The badges were presented at a dinner, in Montreal, given in honor of these employees by the president and directors of the system. Mr. T. H. Rieder, the president, in the course of his address stated that the company felt its indebtedness to all its employees, and during the past ten years every effort has been made to make their surroundings and work more pleasant. The company had also felt that when an employee had served for twenty-five years they were indebted to him for life. As a result the pensions were instituted several months ago.

After the badges had been presented to the various employees they in turn presented Mr. Rieder with an illuminated address, in which they expressed their satisfaction and appreciation of the treatment they had received.

The following employees were presented with long service badges: Head Office, Montreal—F. Whittaker, Wm. Hooper, J. H. Green, A. D. Thornton, W. A. Traill. Montreal branch—Alfred Baquet, Robert Scott, Joseph E. Plamondon. Canadian Rubber factory, Montreal—Leonidas Alarie, Wm. Atchison, R. Aubertin, Marie L. Beauchamp, P. Brady, John Condon, John Costello, Celina Desrocher, William Gallagher, Joseph Gascon, Maurice Goulette, Olivier Groleau, Henry Hummell, Edward F. Kelly, D. Labelle, P. Lachapelle, Jos. E. Lamontagne, H. Lesperance, Geo. Laporte, Cornelia Leclair, J. Loiseau, Jos. Martell, B. Martineau, G. Masse, Alexis Myrand, Norman Morrison, Fred J. Parent, E. Pelletier, O. Pharron, George Pyles, Annie P. Rafferty, Jos. E. Rondeau, Wm. Smith, A. Sylvestre, Arthur Thomas, Annie Todd, John Trudel, Jas. Unacke, Wm. Walsh, John J. White. Dominion Rubber factory, St. Jerome, Que.—F. W. Kramer, Jos. Paquette. Granby Rubber factory—C. K. Hutchison, A. C. Hodgson, W. N. Kennedy, E. Masse, Fred Gray, Fred Davian, D. J. Morris, H. Fourier. Pensioners—Alphonsine Barrette, Annie Cahill, Theodule Charbonneau, Jas. D. Cogan, Adolphe Groleau, Delia Groleau, Sarah Lapierre, Adolphe Morel, Marie Racicot, Jas. Stuart, John Stewart, John Turpin.

Many Repair Outfits Being Installed

THE following are recent orders for shoe repair outfits supplied by the United Shoe Machinery Co. of Canada, Ltd.; British American Shoe Hospital, 188 Bernard St., Montreal, 22 ft. Goodyear shoe repair outfit, model N; Collingwood Shoe Repair, Ontario St., Collingwood, Ont., 22 ft. Goodyear shoe repair outfit model N; Capital Shoe Repairing 1941 Scarth St., Regina, Sask., 16 ft. Goodyear shoe repair outfit, Model N; Thomas T. Davis, 101 Ross Street, St. Thomas, Ont., 13 ft. shoe repair outfit, model P; H. Workman, 94 St. Catherine St., Maisonneuve, 11 ft shoe repair outfit model P; the Frank Shoe Repair, 197 King St., Chatham, Ont., 18 ft. Goodyear shoe repair outfit, model N; W. Askew, 598 Hamilton Rd., London, Ont., 13 ft. shoe repair outfit, model P; Leon Chevalier, 225 Desfosses St., Quebec, 18 ft.

Goodyear shoe repair outfit, model N; George Bennett, Cross Creek, N.B., 11 ft. shoe repair outfit, model P; T. H. Page, Baker St., Nelson B. C., Goodyear outsole rapid lock stitch machine; Solomon Cohen, 2697 St. Hubert St., Montreal, 8 ft. shoe repair outfit, model N.; Thomas Taylor, 281 Charron St., Montreal, 8½ ft. shoe repair outfit, model P., William J. Casement, 615 Wellington St., Montreal, 16 ft. shoe repair outfit, model N; V. Hupt & Co., Reg., 35 Cote du Passage, Levis, P. Q., 10 ft. Goodyear shoe repair outfit, model P.

New Shoe Factory for Milwaukee

RECENTLY there has been incorporated in Milwaukee a new organization known as the Edmonds Shoe Company, the original incorporators being Mr. W. A. Edmonds and Mr. G. E. Musebeck. Mr. Edmonds was formerly connected with the Harsh & Edmonds Shoe Company and Mr. Musebeck was for a long period of years connected with the United Shoe Machinery Company and more recently with a number of leading western shoe manufacturers. Associated with these gentlemen is Mr. C. A. Dickens, who has been highly successful in sales and advertising promotion, and Mr. G. O. Peterson, who has within the last few years acquired an enviable reputation in office management. The factory, which is located at Burleigh and Weil Streets, will be devoted to the manufacture of but one shoe, known as the Edmonds Army Shoe. The company has selected the latest, improved Dr. Munson regulation U. S. Army last, but has made some minor changes so as to insure better fitting qualities and thus better adapt the last for civilian purposes. This shoe, upon which the new company will specialize, will be carried in stock in sizes from 5 to 12 and widths A to EE.

How Do You Handle Customers?

A DEPARTMENT store in Portage la Prairie, Man., has adopted a plan of sales classes for its clerks dealing with such subjects as: How to answer the telephone; treatment of children; method of handling a customer who buys on approbation; how to meet your customer; using counter check books properly and so on. Sales classes are held on Tuesday and Wednesday and talks are given by the heads of the firm. It was urged in one instance that the customer be not addressed in a formal stereotyped way; that it be done casually, particularly when once you know his or her name and are familiar with their home life. Never address a woman customer as "lady"—say "madam." Every sales clerk should make it a point to familiarize himself with the name of the customer as soon as possible. This gives the customer more confidence in the seller and in most cases flatters her.

The method of treating children has also been commented on. This store works under the assumption that the child of to-day is the buyer of to-morrow. The best attention should be given the children. When you see a bashful child coming into the store, nervous and almost afraid to come near you, he should be handled carefully. Usually the mother has sent him in and by speaking in a casual, good-natured way the shyness wears off and next time the child's shopping tour is easier because he goes to the same store and the same salesman. In this way children soon begin to ask their mothers to take them to your store and when they grow up purchasing from you becomes a habit.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Work has been started on a new shoe factory for L. Beaubien, at 167 St. Valier Street, Montreal.

The Adams Shoe Company, formerly corner Euclid and College Street, Toronto, have moved to 284 King St. West, Toronto, in the Anderson, MacBeth Building.

A suit instituted in 1911 by the United States Government under the Sherman Anti-Trust Act against the United Shoe Machinery Company has just been dismissed in the Supreme Court. While admitting the magnitude of the U. S. M. Company and its subsidiaries the court declared its growth resulted from efficient management and not oppression, and held that the breaking up of such a concern would be practically impossible.

The Royal Shoe Company, Toronto, recently exhibited a shoe of 26 size, belonging to a giant French-Canadian, who stood 8½ feet high and weighed 850 pounds. The shoe was 16½ inches long.

A well-attended meeting of the Retail Merchants' Association was held in Fredericton on May 27. The gathering was for the purpose of reorganization and took the form of a smoker and entertainment.

The Colonial Hide Company, operating for many years in Eastern Canada, recently purchased the wool and hide business of H. A. Perry, of Peterboro. Mr. Perry, who continues as manager, does not anticipate higher hide prices this summer.

Mr. Louis Deschenes, shoe retailer, Quebec, is carrying out some alterations to his store on St. Sauveur Street, which, when completed, will undoubtedly give him one of the nicest stores in Quebec.

Mr. J. A. Blouin, shoe retailer, Quebec, is remodelling his store and will have very modern and up-to-date premises. Mr. Blouin has been in the shoe business for many years and by force of hard work and energy has risen to a very enviable position. He is now classed among the best retailers in Quebec.

The capital of Maybee's Limited, Moose Jaw, Sask., wholesale boots, shoes and men's furnishings, has been increased from \$125,000 to \$300,000.

Mr. Joseph Johnson, shoe retailer, 479 Parliament Street, Toronto, is leaving shortly for an extended holiday. His business interests will be looked after by his son-in-law, Mr. A. W. Frogley, an experienced shoeman.

At the annual meeting of the Montreal branch of the Retail Merchants' Association of Canada, Mr. Geo. G. Gales was elected second vice-president, and Mr. Louis Adelstein, executive secretary. The shoe retailers are thus well represented.

Mr. Thos. Ryan, president of Thos. Ryan Co., Ltd., wholesale shoe dealers, has just returned to Winnipeg from an extensive trip, which covered the principal shoe manufacturing centres of Eastern Canada. Mr. Ryan was greatly impressed with the efforts the Canadian shoe manufacturers are making to meet the growing demand for best quality footwear. He was also pleased with the strides which are being made in connection with style and finish in Canadian made shoes.

John Ganten, formerly eastern representative for Beardmore & Company, has severed his connection with this firm and opened an office and warehouse at 43 St. Sacrament St., Montreal.

Gordon E. Kramp, foreman of the cutting room of the Greb Shoe Company, Kitchener, was presented with an ad-

dress and a wrist-watch recently on the event of his leaving to don the khaki.

J. D. Burt, of the sole leather tannery of Beardmore & Company, Acton, Ont., left recently to join the colors. He was presented with a wrist-watch by his fellow employees.

Joseph Daoust, president of Daoust, Lalonde & Co., Ltd., Montreal, was a visitor to the convention of the American Leather Chemists' Association at Atlantic City. Mr. Daoust also visited New York and Philadelphia.

The Slater Shoe Company, Limited, has purchased the factory and offices on Latour Street, Montreal.

R. L. Savage, representing Clark Brothers, St. Stephen, N.B., has been in Montreal for several weeks.

R. E. Dildine, sales manager of Ames-Holden-McCready, Limited, Montreal, has undergone an operation in the Victoria Hospital, Montreal.

William Dodd, for forty-four years in the shoe business in Winnipeg, is closing out. He is seventy-three years old and as his son, who has been assisting him, has joined the army, he has decided on this course of action.

It is said that England's standard shoes will be followed by standard clothing—suits to be sold around the equivalent of \$20 for first grade and about \$15 for second grade.

A Toronto retailer has recently had two government orders for postmen's boots. Heretofore postmen were required to purchase in "patronage" shops. Each postman is entitled to two pairs of boots a year and whereas the allowance was formerly \$5 a pair it is now \$6.

Ed. Cook, Owl Shoe Store, Toronto, has moved from Yonge St. to Corner of Bay and King.

Two and a half years in Kingston Penitentiary was the sentence meted out in London, Ont., to a burglar who stole two suitcases and fourteen pairs of shoes from the People's Shoe Store, 131 Dundas Street, London. The heavy sentence was due to the prisoner's previous bad record.

The Modern Shoe Repair Store, Chatham, Ont., recently opened with a complete equipment of modern machinery. The public were invited to witness a demonstration of the different repairing operations.

E. Fournier vice-president and manager of the Plessisville Leather & Shoe Co., Plessisville, P.Q., has been on a business visit to Quebec and Montreal.

J. Weselak, boot and shoe dealer, Winnipeg, suffered fire loss a few days ago.

Fire in the wholesale warehouse and showrooms of the Louis Beaubien Company, Quebec, recently did damage amounting to approximately \$40,000.

Improvements have been completed to the exterior and interior of the Union Boot and Shoe Co., Limited, Amherst, N.S. Mr. Steen, late of the McKay Company, Fredericton, is the new manager of this store.

Mr. P. M. Levine, of St. John, N.B., has moved into new premises.

James Hurley, retailer and repairer, Fredericton, N.B., has completed some alterations to the interior of his store.

Sergeant Gordon Stafford, for some time representing the Canadian Consolidated Rubber Company in Calgary, is reported to have died of wounds in France.

Geo. A. Slater, Limited, Montreal, are now selling to the United States market. The company are supplying some of the largest retailers in the principal cities with cer-

tain lines. They are also sending goods to South Africa, and prior to the embargo on shoes were selling to the English market.

Mr. James Robinson, the well-known Montreal jobber, has returned from Florida to his home on Lake St. Louis.

Dupre and Garant, Quebec, Que., have started a training school for shoe repairers.

The Hartt Shoe Store, St. Catherine Street West, Montreal, is being extensively altered with a view to the addition of a ladies' shoe department. The Hartt Boot & Shoe Co., Fredericton, N.B., have decided to put on to the market a large number of ladies' shoes.

Frank W. McKeen has resigned as superintendent of the shoe factory of B. F. Ackerman, Son & Co., Ltd., Peterborough, and has been succeeded by Mr. Filkins, of the T. Sisman Shoe Co., Ltd., Aurora.

J. A. Thurston, superintendent of J. Leckie and Co., Ltd., Vancouver, was a recent visitor to Montreal. He was there for the purpose of securing skilled labor, which is scarce in the west.

Messrs. R. N. Feltes, Ames-Holden-McCready, Limited, and H. E. Moles, J. & T. Bell, Limited, have been elected on the executive committee of the Montreal branch of the Canadian Manufacturers' Association. Messrs. R. E. Jamieson, of the Canadian Consolidated Rubber Co., and Geo. A. Slater, have been elected representatives of the branch on the executive council of the Association.

Wm. Dick Limited, shoe retailers, Vancouver, B.C., advertise a 10 per cent. reduction to returned soldiers.

G. G. Hodges, of George A. Slater, Limited, Maisonneuve, has been on a business visit to New York and other American cities.

A recent advertisement of Ashplant's, London, Ont., reads as follows: "Overheard in Ashplant's—"Who's that gemman?" "Who—him? That ain't no gemman; that's dat no count Smith boy. He's done camouflaged himself in a pair of these new special brown cordo calf oxfords—\$5, \$6 and \$7 a throw."

White shoe advertising has been very plentiful in different Canadian cities during the last month.

Dufresne & Locke, Limited, Maisonneuve, and the Plessisville Leather and Shoe Co., Plessisville, P.Q., have each received an order from the Canadian Government for 7,000 pairs of hospital slippers and rest shoes.

The retail merchants of St. John, Moncton and St. Stephen, have approved of a Bulk Sales Act for New Brunswick, the special object of which is to prevent fraudulent sales and transfers. Fredericton retailers are reported to be slow in adding their support. The act is now in force in

Quebec, Ontario, Nova Scotia, Manitoba, Saskatchewan and British Columbia.

F. W. Knowlton, manager of the United Shoe Machinery Co. of Canada, Ltd., was a recent visitor to the Maritime Provinces.

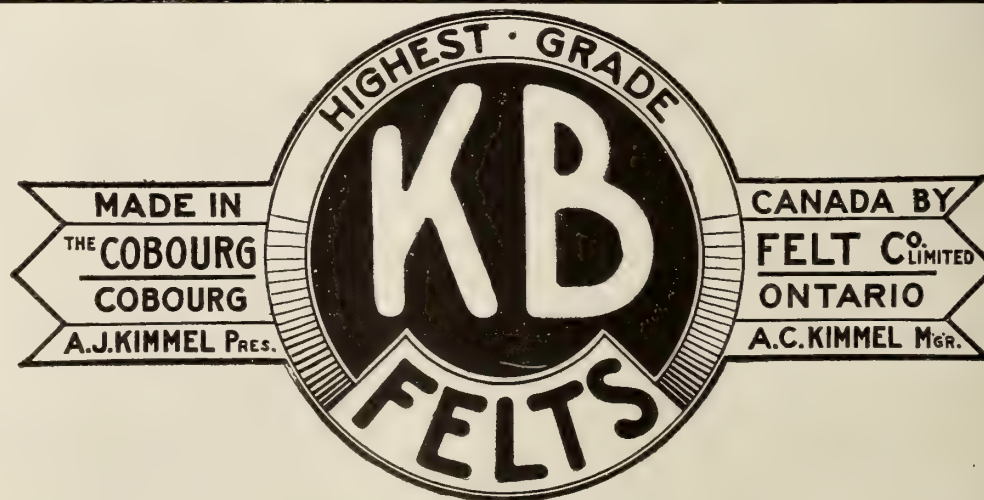
J. L. Lochford, familiarly known as "Jimmy," has gone on the road for Parker, Irwin, Ltd., St. Paul, Street West, Montreal, shoe supplies. He will cover parts of Quebec and Ontario.

A five days' conference of the sales department of the Dominion Rubber system was held on June 3-7; the first three days' conference was in Montreal and the other two days in Kitchener, Ont. Representatives from the various branches were present.

Successful Travelling Shoe Salesmen

handling a non-competitive line of men's (or women's) shoes on a commission basis, to also sell our new, high grade Edmonds Army Shoe as a side-line on a 5 per cent. commission basis. Our entire factory being devoted to the making of this one shoe means that "When Quality is the same, Edmonds Prices are Lower—When Prices are the same, Edmonds Quality is Higher." We use the latest improved Dr. Munson regulation U. S. Army features, which means a better fit and longer wear. There is no shoe like the Edmonds Army Shoe and its low price will surprise you. Guaranteed solid leather throughout. Dressy in appearance. A fast, all-round seller with shoe and general store merchants. All sizes (5 to 12) on widths (A to EE) always carried in stock and immediate deliveries are guaranteed. If you are a "live wire" with an established trade and a clean record and can sell our average weekly minimum for your territory, better write us at once as territories are going fast. Send references with full particulars as to exact territory covered, lines handled and amount of sales. Edmonds Shoe Company, Burleigh & Weil Streets, Milwaukee, Wisconsin. (6)

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS





When a White Shoe comes into
your Store — get down a Case of



The WHITE CLEANER

for "Blanco" and White Shoes are
inseparables; and their friendship
outwears the Shoes.

"'Blanco' keeps White Shoes White"

It satisfies your customers because it does
its work so well. They want "Blanco" and
only "Blanco" as long as they have a white
shoe to put it on.

It Whitens; it Cleans; it Preserves. Easy
to use and always ready for use. Applied
in a moment. No trouble, no "messiness."
Clean and Handy.

You don't have to stock "Blanco,"
you just sell it — or rather, it sells itself!
'Blanco' means good profits and quick profits.

Ask your Jobber for Supplies.



Manufactured by

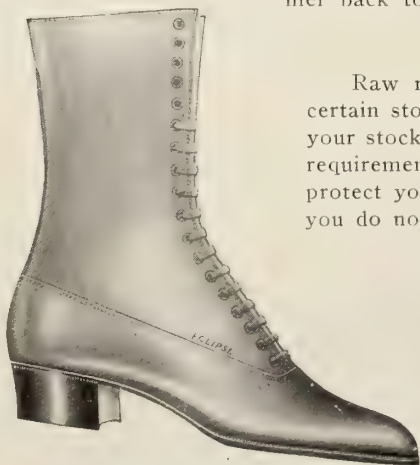
JOSEPH PICKERING & SONS, LTD.
SHEFFIELD, England.

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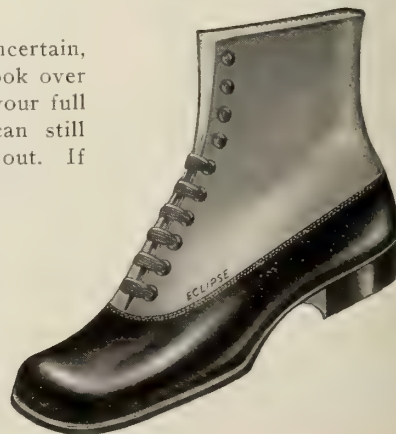
"Eclipse" Footwear For Children

Of rapidly increasing importance in the modern retail store is the Children's shoe department. Where a mother can get suitable shoes for her children there she is likely to buy her own, to say nothing of the many other items she would be influenced to purchase. Made on correctly formed Lasts from the best grades of Leather and by competent and expert workmen, ECLIPSE FOOTWEAR gives the satisfaction that brings a customer back to your store.



Raw material conditions are now extremely uncertain, certain stocks not being available in the market. Look over your stock of Children's shoes and be sure you get your full requirements placed with a reliable house. We can still protect you on most lines. Our Travellers are still out. If you do not receive a call write us.

GALT SHOE
MFG. CO., LIMITED
Galt - Ontario



HIGHEST GRADE ONLY



Established 1853

Economies are not practiced in buying cheaper articles, but rather in buying trade-marked merchandise which contains the quality that warrants the price

Edwin Clapp
& Son Inc.
 ESTABLISHED 1853
 EAST WEYMOUTH, MASS.

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada

SURFACE KID IN BLACK and COLORS

Beautifully pliable and with a glove-like grain—Surface Kid is particularly suitable for dressy shoes. It rivals the beauty of Real Kid and is very much cheaper.

Made in black and colors and sold at attractive prices. Send to-day for samples.

*BUTTS IN GUN METAL, DULL, GLAZED
CABRETTAS, GLAZED KID, SHEEPSKINS*



491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.

SPLENDID Wear and Perfect Satisfaction

By using

— Cotton Thread

now being used in large quantities. Many makers of good shoes have used it for years and now, owing to the shortage of linen thread, manufacturers are recognizing the usefulness of the cotton product, where superior results are desired.

The finer lustre of cotton makes it very suitable for tan and colored shoes. Cotton thread works well and wears equally as good as linen.

Will you give it a trial?

Let us send liberal samples for your use; if not satisfactory, won't cost you a cent. Write us at once and receive samples by return mail.

Cotton Thread in any quantity. Immediate shipments to Manufacturers.

ADDRESS

The A. G. Mooney Company

220 Lemoine Street - MONTREAL

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN

20 Maud Street - TORONTO

BOOKS FOR SALE

Store Management, an illustrated book of 252 pages, by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench. Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W.
TORONTO

FOR JOBBERS ONLY

AIRD



The Trade Winner

GOOD business follows Aird Quality Shoes simply because they radiate good value in common-sense styles. They are the kind of shoes that youths and men and women want to wear all the time. Live dealers select Aird Shoes because they please and make profit.

Make it your business to see the latest samples without delay.

All Jobbers coming to Montreal give us a call.

Samples for Spring, 1919, will be ready for inspection about the end of June.

AIRD & SON

Registered

MONTREAL

GOODYEAR

**Machinery Is MADE To Operate
SATISFACTORILY**

Not made just to sell or meet some particularly low selling price
And after GOODYEAR MACHINERY is installed it is KEPT in
good running repair by a highly trained staff of travelling mechanics

Quality

Efficiency

Shoe Repair Outfits
in all sizes
Made in Canada

Convenience in Operation

Everything
For The
Up To Date
Repair Shop

Small First Cost

Low Upkeep

Let Us Send You Our Latest Catalog

United Shoe Machinery Company of Canada, Limited
MONTREAL, QUE.

90 Adelaide St. W.
Toronto

179 King St. W.
Kitchener

28 Demers Street
Quebec

Getting There!

You can be sure of a big turnover if you make a habit of selling "Home" Shoes. They get right there and land the business every time.

Prove it yourself. Our samples will interest you. They include the most attractive creations in America.

All entirely new. Men's Welts and McKays. Women's McKays. Boys' "Receding Toe" Styles.

Ask our men to call.

HOME SHOE COMPANY, LIMITED

327 Amherst Street, - MONTREAL

BRODIE'S

Patent Flour Paste

We are supplying Brodie's Patent Flour Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

Write for sample and price.

Brodie & Harvie Limited

14 Bleury St. MONTREAL

La Duchesse

Ladies Prefer



this shoe because of its stylish substantial appearance. The shorter tops and Cuban heels are THE Mode at present.

Jobbers include La Duchesse in your orders for this fall.

Good business certain to result.

Write or call.

La Duchesse Shoe Co.

Registered
MONTREAL

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1887
THE COMMERCIAL
THE WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

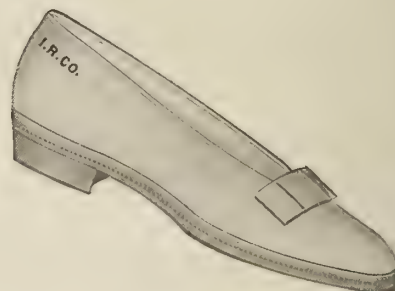
Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

SPEED KING

Sporting^aⁿ^d Outing Shoes



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Independent Rubber Company

Limited



Merritton

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Ontario

100 Years of Good Shoemaking

"MARY JANE" PUMPS

You Still Need Them—

We Still Have Them

IN STOCK

URNS ONLY
EITHER STYLE

\$2.35

BOSTON OFFICE—110 Summer St.

No. 33
PATENT "MARY JANE"
Sizes 2½-7, B-C-D

No. 32
PATENT "ANKLE STRAP"
Sizes 2½-7, B-C-D.

L. B. EVANS' SON CO. WAKEFIELD, MASS.

JOBBER— Are You Buying "EASTERNS"?

For Infants, Misses and Children

The very best class of business is completely satisfied with Eastern Quality, Comfort and Style.

Our experienced workmen are therefore continually producing this unequalled shoe. Ask to see Samples. We sell to Jobbers only.

The Eastern Shoe Manufacturing Company

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

We Can Save Money for You on Your
Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.
of Canada, Limited

TORONTO

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EASY
CLEANING
FLUID

"Easy Cleaning Fluid"
the ONE Cleaner

that attracts trade to your store because adapted to Dry Cleaning Fancy SHOES. It also cleans perfectly Wearing Apparel, Silks, Satins, Velvets, Gloves, etc. Try it and be convinced.

CANADIAN SHOE FINDINGS
NOVELTY COMPANY

Toronto, Canada

THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.
MAKERS

TORONTO HEEL CO.

Manufacturers of

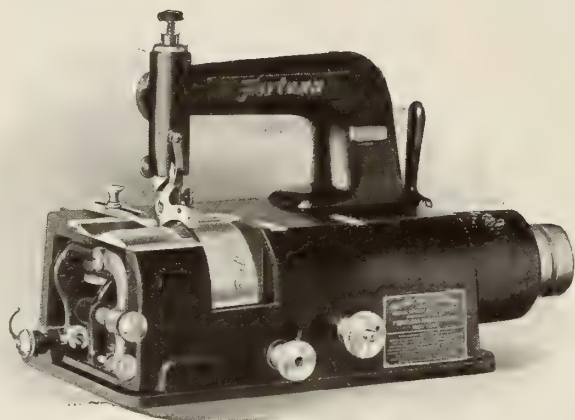
All styles of Heels in Leather
and Composition

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company
13 Jarvis St., Toronto

Fortuna Skiving Machine



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

127 Duane Street - NEW YORK

Perfect—

As to fit
As to durability
As to appearance
As to price
As to our service



**Our Waterproof Counter is the best on the
continent.**

Our "PERFECT" Counters No. 1 are made with
the highest grade of fibre. We GUARANTEE them
to outwear the life of any shoe.

We want your trade, give us a trial order and be
convinced of the superiority of our product.

Perfection Counter Limited

699 Letourneau Ave. Cor. Ernest St.

Maisonnette, Montreal

JOBBER! Don't miss this line of Fine Footwear

**WOMEN'S LEATHER SHOES, MISSES',
CHILDREN'S and INFANTS' FOOTWEAR**

*All the
Popular
Styles*

Drop us a line

We offer you a line of superb footwear—
made with that solidarity which will build
for you good will and bigger business.

We use the best quality of materials, and
offer Jobbers every facility to choose lines
suitable for their trade.

We should be glad to show you samples and
make you quotations. There is a splendid
margin of profit.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

More Business

McKAYS

For Misses, Children and
Infants

We sell entirely to jobbers and can guarantee the best service in supplying Good Shoes for Young Folks.

Made by experienced workmen in a modern factory employing first class equipment, our high grade and medium McKays are indeed perfect.

We request a trial order.

Write for information

Perfect Shoe Co.

LIMITED

864 Laurier Ave. E.

MONTREAL

Jobbers Should Note!

New Castle

Quality



Kid

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly.
Samples supplied.

WRITE DIRECT

New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.

KEEN CUTTING STEEL DIES

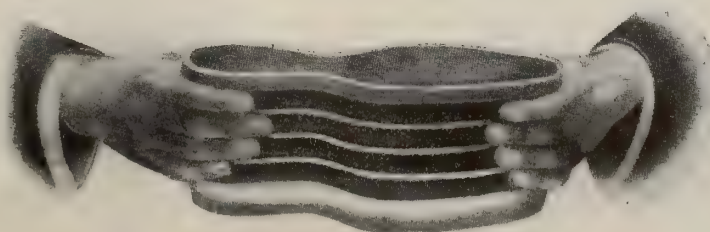
This patent Steel Die will make cutting safe always. There is no possibility of accident, no chance of jamming or slipping, and the results are always accurate.

Made by the largest Die Manufacturers in Canada.

JAS. CLELAND, REGD.

16 St. George Street

MONTREAL



The Patented Slippers Daniel Green Comfy Felt Slippers

Reg U. S. Pat Off.

Made on a Patented Process

THE NAME "COMFY"

is registered in the United States Patent Office and other countries, hence no other felt slippers are "COMFY."



1918 Line Now Ready

Comfy Felt Slippers for men, women and children

Distinctive boudoir slippers in leather and felt.

Also felt shoes in many models. Send for catalog.

Daniel Green Felt Shoe Co.

132 East 13th Street, NEW YORK



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada,
All Foreign Countries

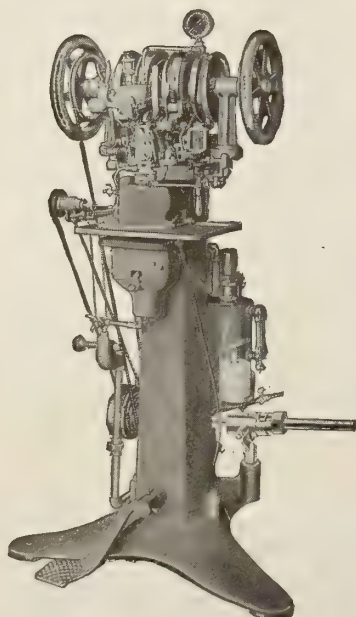
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

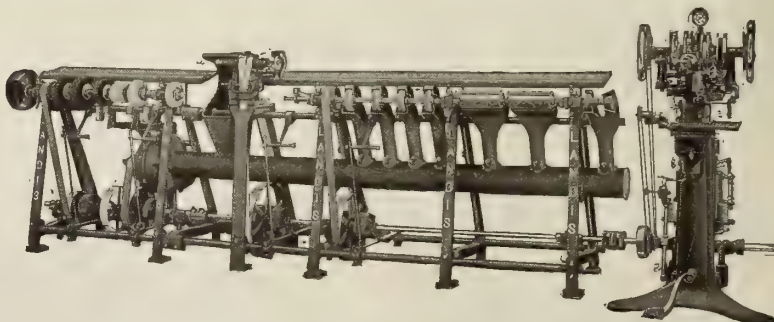


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



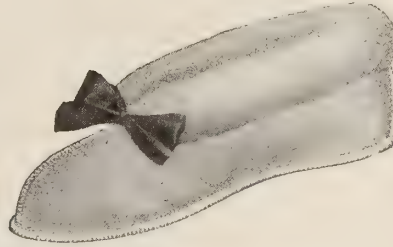
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also
Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

Misses' gun metal calf, high cut
bal., neat top, pillow welt.



Featuring the Pillow Welt Shoe

Made in Canada

The only genuine Goodyear welt custom shoe in the Dominion. This new shoe has the cushion built right into it—NOT placed in separately, as is usually done. We have been many years making and bringing to perfection this make. Buyers are therefore assured of superior service.

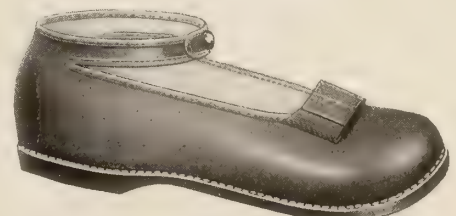
Allow us to show you the new

PILLOW WELT SHOE

Made in Misses', Growing Girls', Children's and Infants' Sizes.

We also make a cushion sole in turns
for fat ankles, in double and triple E lasts.
These are very popular.

A full range of Misses',
Growing Girls', Child's and
Infants', with or without
cushion.



Chocolate Dongola, "Mary Jane" pil'ow welt.

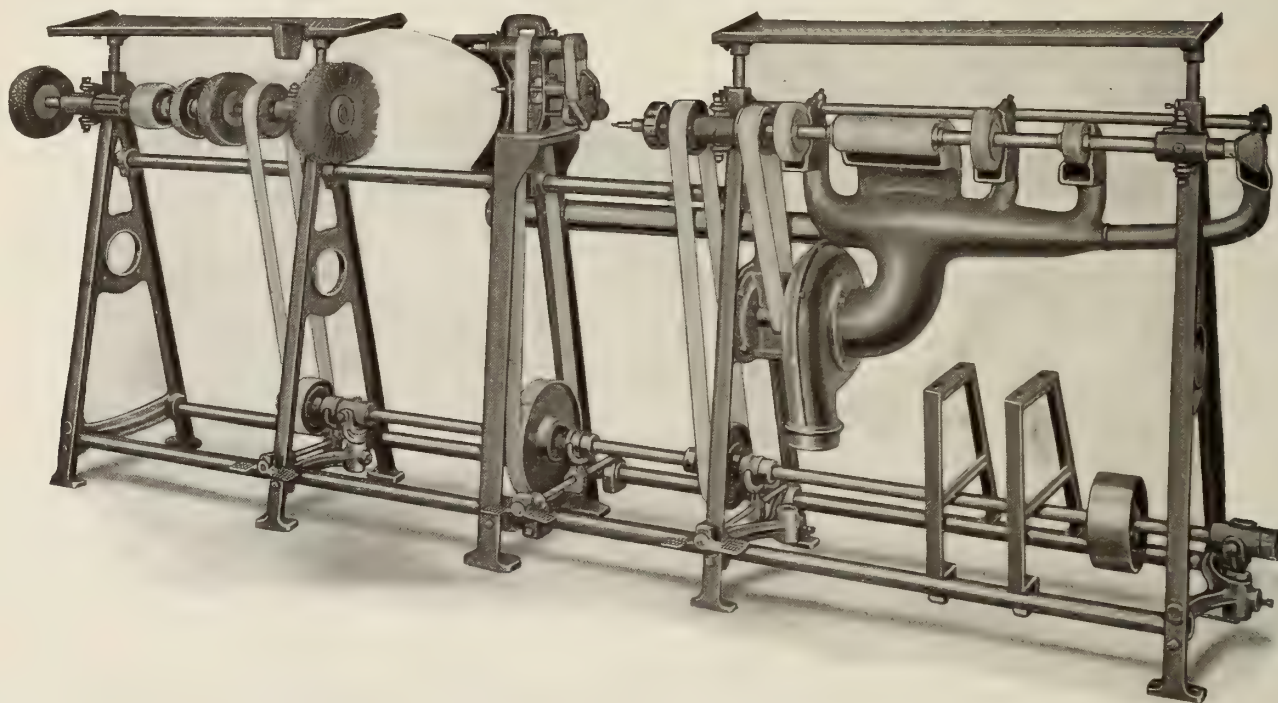
GLOBE SHOE LIMITED

Sales Office: 11 St. James St., MONTREAL
G. D. Desautels

Factory:
Terrebonne, Que.

USMC

SOMETHING NEW



11-FOOT SHOE REPAIRING OUTFIT—MODEL P SERIES

A NEW LINE OF SHOE REPAIR OUTFITS

Developed after much thought and experimenting by the leading shoe machinery experts of the world. Lighter in construction than our well-known Model N Series and taking up less space—but not to be confused with certain cheap, flimsy and poorly constructed machines which have appeared on the market from time to time.

Self Oiler Bearings	-	-	-	-	Easy Running
An Efficient Blower System	-	-	-	-	That REMOVES the Dust
High Grade Castings	-	-	-	-	Cast Malleable Dust System (not Tin)
Steel Top Work Tray	-	-	-	-	No Wood used

Equipment that allows the operator ample working room

Let us send you all particulars of these new Outfits—or we will have our salesman call personally if convenient.

WRITE US A POSTAL NOW

United Shoe Machinery Company of Canada, Limited
MONTREAL, - - QUE.

90 Adelaide Street West
TORONTO

179 King Street West
KITCHENER

28 Demers Street
QUEBEC

A Shoe Merchant

With a

Champion Shoe Repair

Department, said

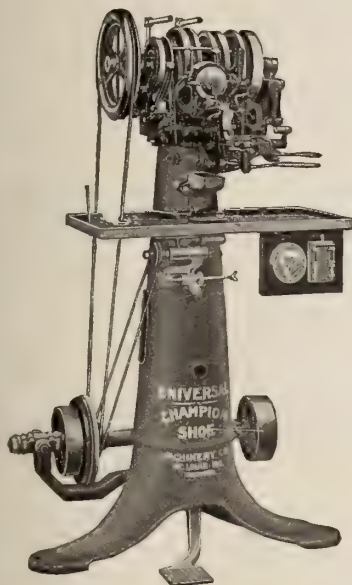


Every customer for a new pair is a prospect for the repair department.

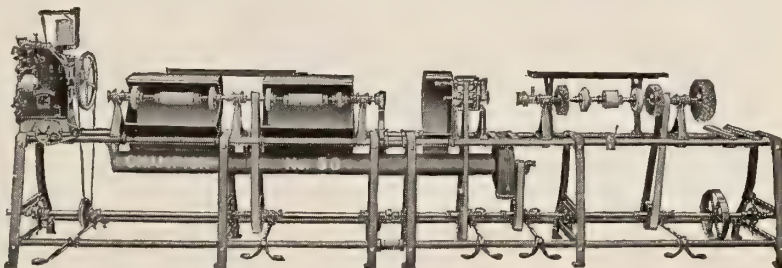
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State



Nufashond
TRADE MARK

quality shoe laces
for every requirement

In bulk for the factory trade.
Single paired for the fine job-
bing trade.

Finished with Nufashond
Fabric Tips (patent applied for).
Part of the braid itself. Rustless,
waterproof, won't pull off.

Samples and particulars upon request

Narrow Fabric Company
Reading, Pa.



FRED W. MEARS HEEL CO.

DESIGNERS AND MAKERS OF

WOOD HEELS

TELEPHONE 1431

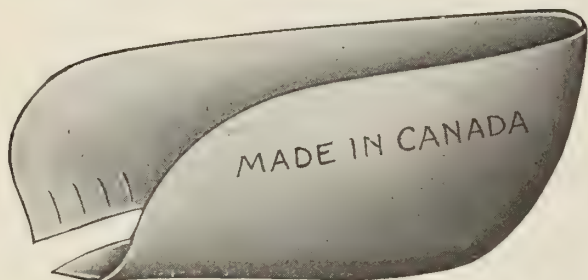
HAVERHILL, MASSACHUSETTS

Canadian Agents:

A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

Buy D & P Counters You Run No Risk

Every counter turned out of the
D. & P. Factory is guaranteed to
give lasting satisfaction.



Our Canadian-made fibre board counters
outlast leather. Made from selected fibre
compressed by the special D. & P.-process.
Write for samples. We also solicit your or-
ders for upper and sole leather, and shall
be glad to quote on your requirements.

Ed. R. Lewis, 21 Scott St.
Toronto
Ontario Selling Agent

DUCLOS & PAYAN

Richard Freres, Quebec
Selling Agents for
Quebec City

Tannery and Factory: ST. HYACINTHE, P. Q.

Sales Offices and Warehouses: 224 Lemoine Street MONTREAL



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR

Made on foot-fitting lasts that will give comfort to the wearer
and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. W. MONTREAL, P. Q. 675
PHONE MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED



Look for the Stamp!

When the salesman comes to your door ask him first of all if he carries Union Stamp footwear. Let him show you the Stamp on his samples and insist upon it in all lines.

Remember that Union Stamp footwear is sold at all prices for every member of the family, and accept no excuse for the absence of this one identifying mark of the Union product.

Reach out for the trade of the Union man and his family by the exclusive sale of Union Stamp shoes.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 SUMMER STREET, - BOSTON, MASS.

JOHN F. TOBIN, Gen'l President CHAS. L. BAINE, Gen'l Sec'y-Treas.





An N. C. R. System will solve your war clerk problems

Canada's merchants are face to face with new and serious problems.

(1) Salespeople are very scarce. To make up for this deficiency it is now necessary for store-keepers to adopt modern methods that will produce better clerks.

(2) Clerk hire is much more costly than formerly. To meet this condition it is necessary for clerks to serve more customers and complete more sales.

(3) Salespeople now to be had are new to the work. They have had little or no training. They are less skillful. They are not as good business

producers as they might be. To overcome this handicap the merchant is in urgent need of store methods that will instruct and assist the newcomers to become highly efficient.

The merchant with these problems on his hands owes it to his business, his family and himself to instal an N.C.R. System without delay.

A National Cash Register will give you protection, quick service and economy.

It will enforce accurate, unchangeable records. It will speed up your service so that more sales can be made per clerk. It will stop guesswork and losses. It helps make good salesmen.

A National Cash Register will soon pay for itself out of what it saves

----- *For further information fill out this coupon and mail it to-day* -----

Department No. C-10

**The National Cash Register Company
of Canada, Limited, Toronto, Ont.**

Please give me full particulars about what an N.C.R. System will do for my store.

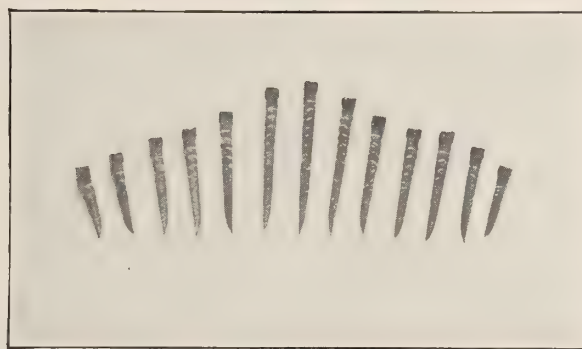
Name _____ Business _____

Address _____

SOMETHING NEW FOR REPAIR MEN

USMC PEGGING NAILS

The Nail with the Bulldog Grip



Made in the same sizes as Shoe Rivets—one gauge only.

LIGHTER THAN SHOE RIVETS STRONGER THAN SHOE TACKS

Not made to take the place of either, but rather to use in conjunction with them, being especially suited for use by Shoe Repair Men to make a light inconspicuous fastening for light sole shoes. Excellent for use where the insole is light or frail or in attaching any sole where a light, tenacious, easy clinching fastening is desired.

**NOTE THE SMALL HEAD AND ABSENCE OF SHOULDER
OBSERVE THE CORRUGATIONS OR GRIP IN THE SLENDER BODY**

See The Point

Write Us For Sample

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide St. W., Toronto

179 King St. W., Kitchener

28 Demers St., Quebec

CLARK'S

PATENT LEATHER



The great demand for Clarke's Patent Leather signifies the superior quality of this product. High Class Manufacturers all over the Dominion are proving that it pays to BUY THE BEST QUALITY.



A. R. Clarke
& Co., Limited
TORONTO

Montreal

Quebec



Established 1852



Footwear

In Canada

Our Agents' interests
are our interests.
We know it.



"PALL MALL"

Best Men's Shoes for the
Worth-While Trade

Pall Mall Shoes are made by
specialists. They have a dig-
nified and dressy style which
appeals to the business man-
about-town.

The "Pall Mall"
is a "Kingly"
Shoe in every
sense.

Regal Boots are made
by experts in men's
shoes only.



Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO

"Toe the Line"



PANTHER Fibre Soles and "Sure-Step" Rubber Heels are being more widely used every day because they "toe the line" for service. All standard colors in stock.

Panther Brand is popular for repairing. It stitches like leather and wears equally well.

*Write for "Panthers"
this time.*



*The Fibre Soles
for
Modern Men
and Women*



*The Rubber
Heel that has
led the market
for many years*

Panther Soles

Made by the

Panther Rubber Company, Limited

SHERBROOKE

QUEBEC



“Wear” is What Your Customers Demand

—long wear, that means money saved on each pair of shoes. Give them “*Rinex*” and be able to guarantee this feature. You can be sure of the wear there is in

“Rinex”

Long life is built into each pair.

Better business depends on your ability to guarantee your footwear. “*Rinex*” makes this possible. Forty-five per cent. of the shoes in your stock should have “*Rinex*” Soles and this forty-five per cent. means increased sales and bigger profits.

“RINEX” Soles are made and guaranteed by

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Service Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

TO THE JOBBERS

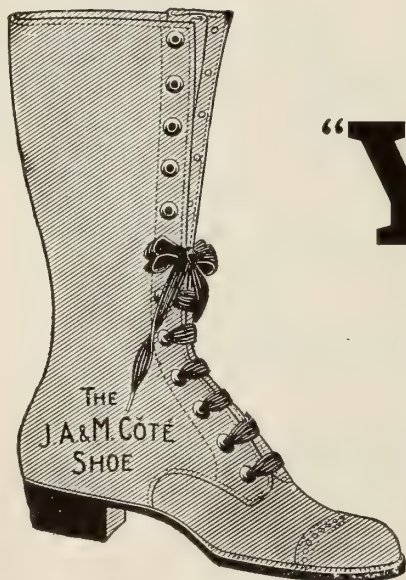
We advise you that we have appointed Mr. Harry E. Thompson our representative in Canada. We manufacture TURN specialties in women's white canvas, satin and leather goods. Our samples are now ready for your inspection in Mr. Thompson's new sample rooms, 110 and 111 Mappin & Webb Bldg., 10 Victoria Street, Montreal, Que. We would be pleased to have you look them over at your first opportunity.

THE WAKEFIELD SLIPPER COMPANY,
SANBORNVILLE, N.H., U.S.A.

We advise you that we have the Milton Shoe Company's samples for your inspection. Also A. M. Creighton's, of Lynn, Mass., line of fine Welts and McKays.

The Thompson Shoe Co., Limited

Mappin & Webb Bldg., Rooms 110 and 111, 10 Victoria Street, MONTREAL, Que.



Are You Selling "YAMASKA"?

J. A. & M. Cote's all leather Shoe is well known to the trade. Men, Youths, Boys and Little Fellows in many Canadian towns have Yamaska Shoes on their feet to-day. This brand depends on real genuine worth for the large measure of success which it enjoys. Comfort, good wear, and a dressy appearance are all embodied in the Cote Yamaska Shoe.

A selection of new lasts may be viewed any day at our Montreal Showrooms.

Ask our representative, Mr. Henry Martineau.

La Compagnie J. A. & M. COTE
Factory at ST. HYACINTHE, Quebec

What is a Complete Counter?



It's one made *completely* from raw material to the finished article by one organization.

A counter made from fibre scientifically produced *especially* for counters.

Why is a complete counter certain?

It's *started right* in careful selection of raw material, *made right* by producing the fibre especially for counters.

A counter *kept right* by moulding with a process in harmony with the fibre. To do this you must know your fibre.

The COMPLETE COUNTER exclusively a BENNETT feature.
TRADE MARK

BENNETT LIMITED

Makers of Shoe Supplies

CHAMBLY CANTON - QUE.

Sales Office—59 St. Henry Street - Montreal, Que.

GOOD WILL



Much more than merely handling and selling shoes is back of James Robinson's success in the realm of Shoedom.

The Bostonian Line is complete in every detail. It represents quality supreme, and has earned for us a wide circle of satisfied friends and customers.

Write or call for latest information

JAMES ROBINSON
MONTREAL

In Stock Always
Bostonian Shoes At Your Service

The Appeal Of Quality



Footwear such as James Robinson sells, wins the approbation of sensible people everywhere, because it is solid in quality without being stolid in appearance.

James Robinson realizes the points that make a shoe sell and satisfy. Robinson Shoes are recognized business makers.

JAMES ROBINSON
MONTREAL

In Stock Always
Bostonian Shoes At Your Service

The Best We Can Offer You



The best service we can render Canadians to-day is to supply more Canadian made Footwear.

When perfect style and wearing quality are desired you will do well to choose the famous triple alliance—



“Metropolitan”, “Paris” and “Patricia”

Represent the best efforts of experienced Canadian Shoe Makers. Every style is new and the quality of the leather is unapproachable.

We manufacture the leather ourselves and using only selected skins have no hesitation in stating it to be first class. Let us bring along our samples. Write to-day.

Daoust, Lalonde & Co., Limited

MONTREAL

Branch: Metropolitan Shoe Co., 91 St. Paul St. East, Montreal

Chicago, June 24, 1918.

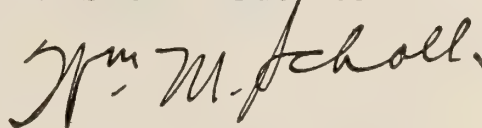
To Our Customers:

We take this opportunity of thanking the thousands of our customers - the shoe dealers of America - for their co-operation and interest in making Dr. Scholl's Foot Comfort Week a tremendous success.

To those who participated in the Window Trim Contest, we will ask them to kindly bear with us until the avalanche of photos received has been classified and properly acknowledged.

Very truly yours,

THE SCHOLL MFG. CO.

A handwritten signature in cursive script, appearing to read "J. M. Scholl".

President.

= For Every Place =

Acme

ON THE THOROUGHFARE



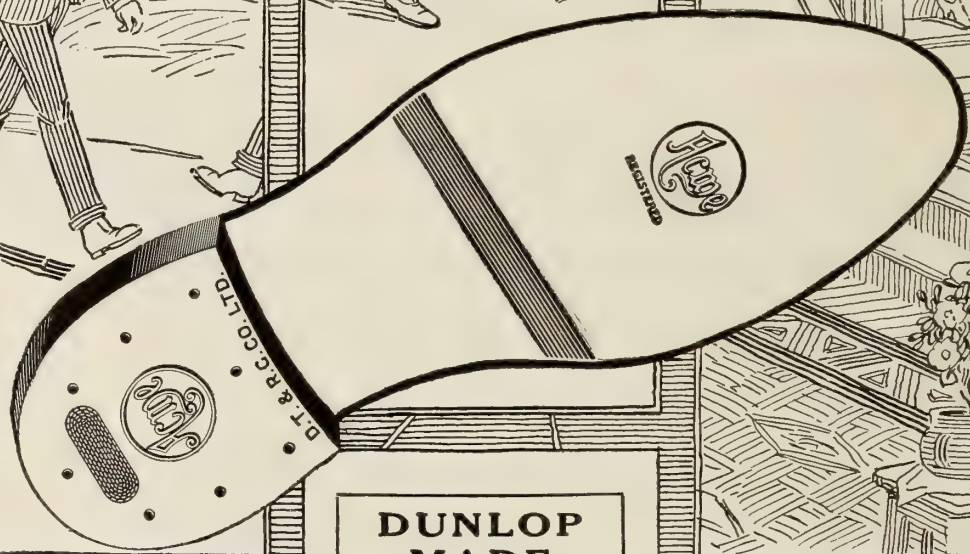
IN THE OFFICE



Acme

IN THE HOME





**DUNLOP
MADE**

"Acme" Soles

"Acme" Soles have been time-tested. They will last much longer than leather; keep your feet dry on wet days; prevent slipping and give you the appearance of always being well shod. Made in various colors and thicknesses, and for Men's, Women's and Children's Boots and Shoes.

"Acme" Whole Heels

Here's one tax you do not need to pay—the Foot Tax. Wear "Acme" Whole Heels and the tax on your feet is automatically cancelled.

"Acme" Soles go well with either "Acme" Whole Heels or "Peerless" Half Heels.



H. 83-F. 18

"Star Brand" Means More Than Mere Quality

The word "QUALITY" is overworked—and besides there are many degrees of quality. "STAR BRAND" soles are good soles—the very best to be found anywhere; they are the product of 75 years of specialization in tanning, and under "STAR BRAND" you are always assured of quality.

*Specify "Star Brand" Tap Soles in
your order today*

BEARDMORE & CO.

Established 1844

TANNERS and SOLE CUTTERS

TORONTO

— MONTREAL —

— QUEBEC, P.Q.

Tanneries—ACTON and BRACEBRIDGE

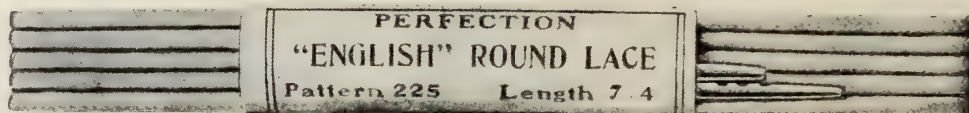


Laces for Summer

Order Your Short Lengths Now

27 inches. For the New 5 and 6 Eyelet Oxford, 30 inches.
(How about 72 and 81 inches for boots?)

OUR WINNER



All lengths 27 to 81 inches, matches the newest shades in leathers, such as Tony Red, Sea Gull, Hazel, Mahogany, Cordovan, etc.

WRITE FOR COLOR CARD AND PRICE LIST.

	Black	Colors		Black	Colors
27 inches	1.64 gross	2.05 gross	63 inches	3.40 gross	4.10 gross

"CHANDLER'S PERFECTION LACES"

C. A. Browning Company 30 Franklin Street
BOSTON, MASS.

Patented
Dec. 30th, 1913



Patented
Oct. 26th, 1915

There is No Substitute

for the

Vulco-Unit Box Toe

No other Box Toe can approach it in the satisfaction it gives the shoe manufacturer or the service it renders the wearer.

BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada



ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY**
— LIMITED —

The _____ Shapely Style



CANADIAN FOOTWEAR COMPANY'S NEWEST SAMPLES will at once secure your attention.

These models are made in all the fashionable new leathers and combinations, and in all the popular colors. An important section of this establishment is our department devoted to the making of Misses', Growing Girls' and Children's Shoes.

In these lines our values cannot be beat. We invite inspection. Ask us to have our Salesman call.

Remember, our McKays are made to uphold our great reputation for quality.

Address—

Canadian Footwear Co.
Limited
MONTREAL

Salesroom at—44 St. Antoine St.

Factory at—Pointe-Aux-Trembles

For July Shipment!



A154—Women's Patent Pump, plain toe, 2 inch leather Louis heel, turn, Snug Last, A width, sizes 3½-8; B width, sizes 3-7; C width, sizes 2½-8 \$2.85

This shoe can also be converted into a Colonial Pump by the addition of a buckle.



D309—Women's Neutral Gray Kid 8½-inch lace, plain toe, 2½-inch covered wood heel, imitation turn, Classic Last, A width, sizes 3½-8; B width, sizes 3-7; C width, sizes 2½-8 \$6.25



A130 Men's Kid Blucher Oxford, single sole, 1½-inch heel, welt, Biltmore Last, B width, sizes 5-11 \$3.60

The above shoes illustrate three popular styles now on our floors in sufficient quantities to enable us to promise immediate shipment.

Write for special catalogue showing other shoes upon which we can make immediate shipment. This will be sent to you without charge.

Your mail orders will receive our very best attention.



Brown Shoe Company



Manufacturers

ST. LOUIS, Mo., U. S. A.

SPEED



KING

"The Sporting Shoe Without a Rival"

Prosperity flows to the store that supplies its patrons with this renowned make of Footwear—SPEED KING TENNIS—always a ready seller in the warm months.

We have all the new styles for sport wear in sizes for Men, Women and children. The Speed King Shoe has a very enviable reputation in the shoe trade. See that your store is well supplied.

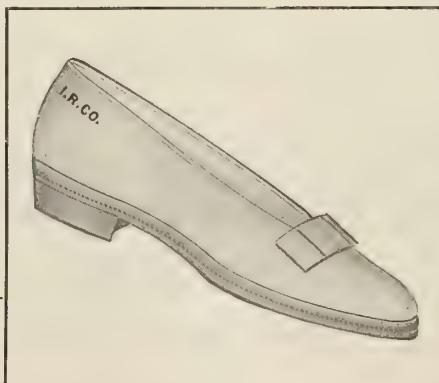
Shipments promptly on receipt of order. "Hurry" orders receive personal and particular attention.

Write, phone or call.

The
Independent
Rubber Company
Limited

Favorably Known All Over Canada

Made At



Merritton, Ont.



**Shoes
for
Men
Women
Boys
Girls**

To the Shrewd Jobber

WHEN you hear of a particular make of Shoe acquiring patronage by leaps and bounds, until it ranks as one of the biggest sellers in the country, you are surely convinced it is a line worth handling.

Aird footwear dominates the market as a seller. This year it is pulling more sales than ever.

Our samples for Spring, 1919, bear out the selling and wearing excellence of Aird footwear, in every phase of its production. Do not miss seeing this line. It means a volume of sales for you.

WRITE TO-DAY.

Aird & Son

Registered

MONTREAL



Fleet Foot is being advertised in city dailies and country weeklies throughout Canada. Thousands of families will continue to wear *Fleet Foot* during the next two months. Are you getting your share of this *Fleet Foot* trade?

Make your *Fleet Foot* displays prominent in your store and tell your customers of the satisfaction and comfort there is in wearing *Fleet Foot* Shoes during late Summer and early Fall months.

Our nearest branch will help you
to meet the demand for

Fleet Foot

Write, 'phone or telegraph.

Canadian Consolidated Rubber Co., Limited
Head Office, Montreal

Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton,
Kitchener, London, North Bay, Fort William, Winnipeg, Brandon,
Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver
and Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission
as second class matter.

Entered as second class matter July 18th, 1914, at the Postoffice at
Buffalo, N. Y., under the Act of Congress of March 3, 1879.

SUBSCRIPTION RATES

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.
Single copies 15 cents

Vol. 8

July, 1918

7

A Trade Evil

A Toronto subscriber has written us denouncing, in no uncertain terms, a practice among jobbers that is said to be all too prevalent at the present time. That is—selling shoes, for personal wear, to every Tom, Dick and Harry who asks for them, whether he is a member of the shoe trade or not. Specific instances were mentioned—in one case this retailer found in a jobbing house, buying shoes, two girls who lived over the store next to his own and who should have been his customers. Another time he noticed a woman being fitted and the jobber, on being questioned, said she was the wife of his bookkeeper. It happened that our correspondent knew the woman as a resident of his district and also knew her husband, who was not the jobber's bookkeeper. Several other retailers have expressed themselves strongly on the same subject and it is now a matter receiving the attention of the Montreal Shoe Retailers' Association. It can hardly be denied, therefore, that there is substance to the complaint.

Our correspondent is inclined to lay the blame, primarily, on the retailer who makes a practice of giving his customers orders on the jobber for shoes which he may not just have in stock. While this first

sale goes through the retailer's account all right, the evil lies in the fact that this is an introduction between the wholesaler and the consumer who, when he needs another pair of shoes, simply goes down to the jobber, disregarding the retailer entirely. Also it is pointed out that commercial travellers are in the habit of sending their friends and their friends' friends and somebody else's friends in to the jobber to be fitted—the retailer thus losing the business that should, by every right, be his.

There seems to be in this practice something analogous to the dog biting the hand that feeds it. Jobbers and commercial travellers are dependent for their livelihood on the retailer and there should, therefore, surely be a general disposition to protect the retailer by refusing to sell to outsiders. It is more than possible, that many jobbers have worked up quite a nice little retail business in this way, the injustice of it, to the trade, apparently having long since been forgotten. The evil is long standing and so deeply rooted that only the concerted action of all in the trade will suffice to dislodge it. One retailer expresses the opinion that only when retailers are required to have a license to buy from wholesalers will the difficulty be overcome. This is the system now used in the grocery trade.

It does seem, however, that jobbers could, of themselves come to an appreciation of the whole matter and the injustice being inflicted on those very men without whom they might just as well close up their warehouses. As a matter of good business, and for the sake of his reputation and standing with the retailer, the wholesaler should strive to limit his sales to legitimate customers, thus protecting the trade so necessary to his own welfare.

* * *

Further War Restrictions

Recent important developments have been the decision of the Canadian government to prohibit the export of hides and leather, and the announcement of further style restrictions by the United States government. Regarding the former there is perhaps little to say except that as a measure for providing army leather it will doubtless fill all requirements.

The United States restrictions will be of interest as possibly constituting a forerunner of similar action in Canada. Complete details are printed on another page. The regulations do not come into effect until October 1, and up to that time it is permissible for manufacturers to turn out shoes in colors and designs as at present. Therefore, retailers who may be successful in placing their orders and having them filled prior to that date may, if they wish to do so, carry in stock and sell prohibited styles throughout the winter and spring 1919. Government control is simply exercised on manufacture.

It is anticipated that these restrictions will be suf-

Pep, Purpose and Piffle

"Pep" without purpose is "piffle,"
And purpose sans "pep" near as bad,
"Efficiency" is a misnomer
When used but to cover a fad,
The hustlers who hustle in circles
Are tired at setting of sun,
But their efforts outweigh in the balance
The weights of the work they have done.

The purposing clod will get somewhere
Even though he is lacking in "pep,"
Infusion of Capsicum, maybe
Would limber his lumbering step,
But show me the man who has harnessed
Both purpose and "pep" to his star,
And I'll show you a man who is selling
His service for more than at par.

I'll show you a man who is never
In want of a man's job to do,
Who tackles a thing when he's ready
And then to the end sees it through,
Who whistles when others are swearing
When plans are miscarried or wrong,
A man who rings chords out of Service
And fits them in Industry's song.

I'll show you a man who has courage,
Who rushes the "Jinx" off his feet,
Who plucks from Life's highermost branches
The fruits that are luscious and sweet,
Whose "Pep" is not bluster or "piffle,"
Whose purpose is gauged by a rule
That's embodied in this bit of rhyming,
The "purposeless Pep" is a fool!

ficient for all purposes until the fall of 1919, when, if necessary, it is stated the government will likely inaugurate a standard boot.

[Since this item was placed in type the announcement has been made in the press that the same regulations will govern Canadian manufacturers. We are officially advised, however, that this is premature.—Ed.]

* * *

Comfort for Our Enemies

The Toronto Telegram recently stated that in Paris shoes are today worth \$50 a pair. Just another sample of the piffle and nonsense appearing so often in the daily press. Standard shoes are available to everyone in France, and the fixed prices for retailing are \$5.60 for men's; \$4.60 for women's; \$3.70 for misses' and boys' and \$3.15 for children's.

It has always been possible to buy shoes for \$50, and more, in Paris, and also in New York and Chicago, but it is not necessary by any means. The Allies are far from the leather famine now being experienced by Germany, where it might be truly said that \$50 figures are prevailing. It is a pity, however, that statements of this kind in the Canadian press cannot be construed as "giving aid and comfort to the enemy" and punished accordingly. Certainly it should not be too much to ask of loyal editors that they in-

vestigate statements on semi-technical matters before publication, especially where such errors tend to discourage and dishearten our own people in the same ratio as they encourage our enemies.

* * *

Know What You Talk About

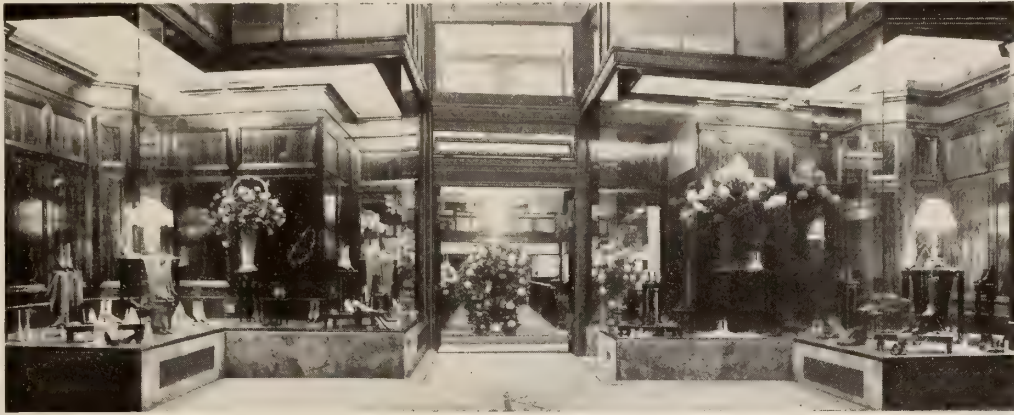
While purchasing a pair of shoes the other day the writer was impressed with the frequent use of the words "bench-made" by the salesman. What does "bench-made" mean, he enquired. Why, er, made on a bench, I guess—came from the salesman. But in what way does a bench-made shoe differ from any other kind of a shoe? Well, I think they're made from better leather. (Didn't know what he was talking about at all).

The same thing happened a little later in purchasing a pair of automobile chains. The clerk was particularly insistent that the chains were "case hardened," but he couldn't tell what "case-hardened" meant, even to save his job.

Don't use an expression and leave it to chance that your customer knows what you are talking about. Know before you speak. Somebody is bound to get curious sooner or later and discover that you are not as wise as you seem to be.



Front cover of an attractive little folder announcing the change of address of the Owl Shoe Store, Toronto—Mr. Ed. Cook, proprietor.



The Magnet that Draws *the* Crowd

THOSE "Magic Words," the show window! When have they not demonstrated, and proven, their silent, persistent, and undeniable power to sell merchandise? The past fifty years have marked many wonderful advances and improvements in merchandising methods, yet the quality of goods remains, much as of yore, the styles, which change radically, only revolve in a circle, and every few years swing back to what proved a success in some former decade.

However, look at our modern city show windows of to-day and you will note that they are "marvels of skill," both in their carefully designed effectiveness, and their power to "charm," to enthuse, and to "sell goods." For it can all be summed up in those words to sell goods, to make sales. What other agency have we that is one-half as ef-

fective and "as revenue producing" as the sales-window when at its best?

Some strongly favor newspaper advertising as their most effective means of reaching the public notice, yet of newspaper advertising, powerful and far-reaching, and indispensable to modern business, as it is, it can be truthfully said, it is only one of the "links" in the chain of merchandising, whereas the show-window shows the merchandise, tells the price, enhances the values of the articles displayed, when given a proper setting, to a point that creates a "desire to possess" on the part of the observer, that no other medium of publicity can offer. Yet, despite the fact that the above "truths" are generally known and recognized by almost every retail store-keeper across Canada, why is it that in the average sized town and even some sections of the larger cities, there may be found one or two stores whose appearance

By Mr. A. L. Wright

denotes that "they" are aware of, and alive to the revenue producing powers of the modern show-window, and it its ability to sell goods, while the other three-quarters of the storekeepers in the community are either blissfully unaware of the possibilities of their windows, or are determined to demonstrate their ability to do business without "bothering with" show-windows, as they generally defend their course of inaction by? They might just as reasonably argue that customers could as well call on them at their homes to purchase their requirements, so as to save them the trouble of walking down town to open their stores as to try to make the above old-fashioned "excuse" hold water.

The modern, alert, reasoning, business man of to-day, having an appreciation of all and any of the different avenues through which business can be induced, does not hold any such narrow or contrary views regarding his show-windows. In fact it is the very reverse; he works them to the very limit of capacity. It is all the more remarkable that so many dealers should be satisfied with any old collection of stale-looking goods, used as a display, to which there is no apparent attempt at orderliness or system. Many of these painful-looking "attempts" are just so much effort wasted, and serve no other purpose than to show the weakness of the author of them, particularly as they are allowed to occupy valuable space week after week. The writer has actually seen "wall-paper" displays made in April, still adorning the window of a hardware dealer in mid-August, although the once dainty greens were now turned to browns, and other equally significant signs in evidence. Safe to say, it is usually this class of dealer whose six-inch, single column space in the local newspaper would be found calling attention to their splendid quality of "Furs" in the middle of June, and many like instances.

Value of Price Tickets.

Now the fundamental principle of the show-window is the "display". The striking feature of many of the large city windows is not the display, as one might expect, but the beautiful "cabinet-work" surroundings in mahogany, or rosewood, or enamel. These all tend to beautify, to enhance the value of, and to throw out the good points of the merchandise, but should never be allowed to predominate, or to over-shadow the showing of goods in attractiveness. How many times have we seen an otherwise striking and timely display of say "high-class shoes," utterly thwarted in its purpose because it did not contain a single "price ticket" or a descriptive show card. This is an error that one may see here in Canada, but never in England or in Scotland. There, even in the smallest village store, no article is ever exposed for sale without the price being attached. Even if it be only a "Scotch herring" it will have its price ticket. We must put ourselves in the position of the customer who happens along and stops to behold the splendid display of shoes we have made. What does it avail us if we happen to be showing in that display several excellent values, say two or three chocolate kid bals at \$5.00, \$5.50, and \$6.00, if they have no prices to demonstrate that they are "extraordinary" values for the money?

Our prospective customer, in most cases having a hesitancy regarding coming in to ask prices, usually saunters along to a more alert competitor's store, where every shoe has its price ticket, and soon selects a shoe at a price he feels like paying, all the while

blissfully ignorant of the fact that we are offering the same shoe for a half dollar less.

Well, if we "hide our light under a bushel" we cannot blame the public for going elsewhere, no matter how close our prices are or how good our values. I sometimes think when I see this kind of display, that the merchant is afraid to put his prices to the test of public observation, but how he hopes to entice the people inside with this silent, nameless display is a mystery for his own solving.

How many merchants either sit down and make an attractive "show card," or buy one from a specialty house, to use as a centrepiece of a good display? This is considered by authorities as the keynote of the whole window. It delivers the message that the decorator wishes to convey to the public. It strikes home with a real force that often clinches the argument between "price" and "value," and often settles the customer's mind favorably. Many merchants will answer readily, when asked as to whether they consider their window-space as valuable as their newspaper space, that they consider their windows the most direct means of reaching the public, and making sales, yet ask them to spend a five dollar bill, three or four times a year on decorations for a special display, and they "hedge" at once, say there is no necessity for these trimmings, etc., yet they willingly part with one hundred and fifty to two hundred dollars a year for advertising space!

In this connection we are, of course, speaking of the average merchant in the smallest towns. Recently a Toronto shoe merchant spent two hundred dollars on a special "Easter display," principally because he desired to out-do any competitor on the street at that special season. Needless to say, he succeeded "magnificently," because he had the courage to do it handsomely. Few dealers realize the necessity of change of "atmosphere" in the window, referring to the background, of course.

Background Suggestions.

The writer has a large single window with a quartered oak background in large panels, which are separated by a flat moulding of very dark oak, to give relief to the eight lighter-colored panels. To give variety and change to different displays, a set of beaver-board panels, the exact size of the oak ones, were cut and these were tinted with alabastine, after which a pretty floral design was stencilled on. The reverse sides of these panels were treated the same way, only in a different color scheme. One side was done in a delicate apple green with white over-design, while the reverse side was in a flesh color with deep rose stencilling. The whole set can be snapped into place in ten minutes, used a week, taken out and reversed, and you have an entirely new back-ground. In some cases, where a store has a set of mirrors as a back-ground, these can be quickly given a coat of "alabastine" of a suitable shade, for any special trim and the change is surprisingly beautiful, and when this has served its purpose, it can be washed off again, leaving the mirrors cleaner and brighter than ever. Alabastine is certainly the window-trimmer's friend, as it allows of rapid changes and should be used principally in the light, delicate tones. Many of the handsome oatmeal papers in greens, blues, and sand tones, make particularly striking floor coverings for the windows. Also the varnished tile or bath room papers make a novel and effective bottom.

The dignified way to place the shoes is in pairs,

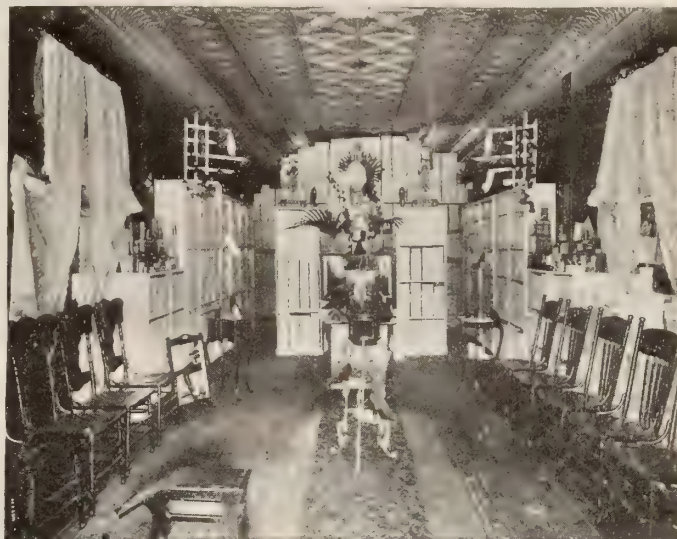
particularly at the front and centre. From that back, those on stands should be shown very often in profile, or a side view given. This takes out the stiffness of the display. A large oak pedestal for the centre, about thirty inches high, having a cross arm of about twenty inches, from which to hang your show-card, makes an admirable centrepiece.

Again I say it, no shoe has a place in the window without a price ticket attached to it.

A Montreal Store Doing High-Class Family Trade

WE are reproducing herewith photographs of the exterior and interior of the store of Mr. J. Robinson, 1005 Laurier Avenue West, Outremont, Que.—a suburb of Montreal. Mr. Robinson is an Englishman and has had 30 years' experience in the shoe business. For a long time he was with Manfield & Sons, extensive manufacturers and owners of a chain of English retail shops. On coming to Canada he was appointed manager of the shoe department of Carsley & Co., Montreal; was later with A. E. Rae & Co., and then for five years with Mr. Geo. G. Gales. Three years ago he decided to start on his own account and opened the Avenue Shoe Store on Laurier Avenue West. "What kind of goods will you sell?" queried an experienced traveller. "Nothing but high grade shoes," answered Mr. Robinson. "Well, you will be making a mistake; medium grades will be the only sellers in your district," was the retort. Mr. Robinson avers that the traveller made a mistake. From the opening day until now Mr. Robinson has stocked the best goods, believing that the district

has a feeling that it is a pleasure to do business in the store. The windows are changed weekly as a rule, and are varied according to the season. "Always keep your windows clean and bright, as they are the best advertisement you can obtain. I am also a strong advocate of a retailer buying from a few manufactur-



The interior is very cosy and friendly in appearance.

ers. I believe that this is one of the great secrets of success. Concentration on a few lines means a comparatively small number of broken lines, with lessened chances of losses."

A characteristic of the window and interior displays of Mr. Robinson is the employment of artificial flowers and leaves. The entire window is painted white, with a lattice effect, in which leaves are intertwined, in the background. Artificial flowers are also freely used. The stands are either of glass or of wire painted white.

In the interior, flowers and leaves enter largely into the decorations. The fixtures have wide spaces of plate glass, and besides these, small artistic tables are placed at each side, with a few shoes on the tops. A feature is the display of shoe polishes and dressings—"My experience," said Mr. Robinson, "is that this display brings in a satisfactory amount of business. The showing of the goods is a reminder to customers of their wants in this direction; and I secure many sales in this way." The store is well carpeted, with ample seating accommodation.

Mr. Robinson sells men's, women's and children's shoes, does in fact a family trade, but he has also a considerable call for fancy lines. The names of the makes he stocks are prominently displayed on show cards. "I want customers to be acquainted with the class of goods I keep, as my business has been built up on the selling of reliable shoes by the best firms."



Exterior of the Avenue Shoe Store, Montreal.

offered an opening for this class of shoes, and he says that his opinion has been borne out by results.

Mr. Robinson is a strong believer in well-dressed windows, and an attractive interior—in fixtures and decorations which are pleasing to the eye and induce

Closing By-Law in St. Catharines, Ont.

A by-law went into effect in St. Catharines on June 25 requiring all boot and shoe shops, men's furnishings, clothing, furriers, jewellers and hardware stores, to close every evening at 7 o'clock, except Saturdays, days preceding public holidays and the five days preceding Christmas, when the hour for closing will be 10 o'clock. Penalties for failure to obey are to be a fine of \$50 and costs or 6 months' hard labor.



Mr. C. F. Rannard—President Rannard Shoe Limited—Known from coast to coast as one of Canada's most progressive retailers.



Mr. John Affleck—Pres. and Mgr. Yale Shoe Store—Prop. Allan Shoe Store and Harvard Shoe Store. Retail in Winnipeg eleven years.



Mr. S. C. Guest—Prop. Guest Shoe Company—In business in Winnipeg for the past nine years.



Mr. R. F. Eadie—Sec. Treas. Rannard Shoe Limited. His personality is a splendid asset to the firm.



Mr. L. J. Mulhall—Sales Manager Ryan-Devlin—In business in Winnipeg for the past nine years.



Mr. David T. Murray—two stores in Winnipeg—mostly staple styles with a good sprinkling of higher priced lines.



Mr. A. B. Rannard—Vice-president, Rannard Shoe Ltd.; responsible for their up-to-date bookkeeping systems.



Mr. Maurice Liss—Proprietor Quebec Shoe Store. Thirty-one years in business in Winnipeg and the West.



Mr. J. C. Thomson—Sales Manager Rannard No. 3 Store. In the shoe business for twelve years.



Mr. J. H. Buckler—Senior Member & Pres. Cut Rate American, Society and New Cut Rate American Shoe Stores. 8 years in business.



Mr. H. E. Buckler—Manager Society Shoe Store enterprising member of the firm of Buckler & Son.



Mr. S. E. Buckler—Secretary and Buyer, Cut Rate American Shoe Store, Society Shoe Store and New Cut Rate American Store.



Mr. W. A. Moyer—Manager Moyer Shoe Company—266 Portage Avenue. A live retailer in a good location.



Mr. Vic Buckler—Manager New Cut Rate American Shoe Store. Seven years retail business in Winnipeg.



Mr. James Waddington—Sales Manager Rannard No. 1 store—14 years' experience—known to all travellers.



Mr. M. A. Cafferky—Sales Manager Rannard No. 2 store. A shrewd buyer—with the firm eight years.



Mr. R. K. Jenkins—Harvard Shoe Store—Ten years in retail shoe business—formerly on the road.



Mr. J. B. Kilgour Prop. Kilgour's Boot Shop—Shoe business in Winnipeg 30 years. Partner Kilgour & Chambers, Toronto.



Mr. Harry H. Rannard. Formerly charge of children's dept. Rannard No. 2 store. Now with Royal Air Force.



Mr. Charles S. Trick. 836 Main Street—Caters to family trade—in business in Winnipeg 12 years.



Mr. H. W. Stark. 14 years in Winnipeg. Rapidly increasing business at 295 Portage Avenue.

Management Problems of Retail Shoe Stores

A Practical Treatise by the Harvard University Bureau of Business Research on Methods of Buying, Selling, Stock-Keeping, Delivery, Figuring Profits and Expenses
—Conclusion of Bulletin Deals with Operating Expenses

IN the following pages a summary is given of the figures for operating expenses in retail shoe stores. These figures have all been adjusted to the Bureau's uniform accounting system for shoe retailers. For each item of profit and expense, and for stock-turn, the table shows the lowest figure, the highest figure, and the common figure. The lowest and highest figures are, of course, the lowest and highest figures found among all the stores in the group. The lowest figures are not from one store, neither are all the highest figures from a single store. The common figure for each item is the one which is found in the largest number of stores. It is the typical figure around which the figures from all the retailers center—one that may be used by retailers as a sort of standard with which to compare their own results. All percentages are percentages of net sales.

The independent shoe stores selling footwear only are divided into the three groups—low-price, medium-price, and high-price—as explained previously. A summary is also given for chain shoe stores.

Gross Profit

This item varies considerably in the three groups tabulated on the preceding pages. For the retail shoe store selling chiefly low-price shoes the common figure is 25.7 per cent. of net sales; for medium-price stores 26.6 per cent.; and for high-price stores 34.8 per cent. The higher gross profit in the high-price stores is necessary because of the higher expense involved in maintaining their service.

Salaries and Wages of Buying Force

The common figures for this item are 0.9, 1.0 and 1.2 per cent. for low-price, medium-price, and high-price shoe stores respectively. The buyer or manager

of the high-price store generally spends somewhat more time in the selection of merchandise because of the care required in sensing style tendencies.

Salaries and Wages of Sales Force

Salaries and wages of salesforce is the largest single item of expense in operating retail shoe stores. It varies in the low-price stores from 4.9 to 14.2 per cent. of net sales, in the medium-price stores from 5.65 to 16.86 per cent., and in the high-price stores from 7.02 to 11.65 per cent. The common figure in the low-price stores is 9.4 per cent. in the medium-price stores 8.5 per cent., and in the high-price stores 10.25 per cent. The common figure—7.8 per cent. of net sales—for the most efficient medium-price stores is lower than that shown by the most efficient low-price stores, which is 8.9 per cent. of net sales.

PM's

The expense for this item ranges from nothing to 1.96 per cent. of net sales. The common figures for the different groups of stores are 0.25 per cent. for the low-price store, 0.35 per cent. for stores selling medium-priced shoes, and 0.85 per cent. for stores selling high-price shoes. The increase is due to the more frequent use of PM's in the high-price stores in which several clerks are employed.

Advertising

Retailers of high-price shoes show a higher common figure for advertising than retailers selling other grades. The common figure for the low-price stores is 1.3 per cent., for the medium-price stores 1.5 per cent., and for the high-price stores 2.0 per cent. It is interesting to note that the high-price stores have higher

Operating Expenses in Retail Shoe Stores

Net Sales = 100 Per Cent.

Item	Selling Low-Price ¹ Shoes			Selling Medium-Price ² Shoes		
	Lowest %	Highest %	Common %	Lowest %	Highest %	Common %
Gross Profit on Merchandise	18.3	40.4	25.7	14.23	42.8	26.6
Salaries and Wages of Buying Force	0.24	2.16	0.9	0.18	6.75	1.0
Other Buying Expense	0.03	0.13	0.08	0.03	0.38	0.14
Total Buying Expense	0.45	2.16	0.98	0.18	6.75	1.14
Salaries and Wages of Salesforce	4.9	14.2	9.4	5.65	16.86	8.5
PM'S	0.0	1.96	0.25	0.0	0.88	0.35
Advertising	0.15	7.65	1.3	0.17	5.25	1.5
Wrappings and Miscellaneous Selling Expense	0.06	0.92	0.15	0.05	4.18	0.17
Total Selling Expense	7.7	18.68	11.1	5.5	19.62	10.52
Delivery Expense	0.0	0.57	0.15	0.02	1.12	0.3
Management and Office Salaries	0.62	4.4	1.7	0.33	6.65	1.75
Office Supplies and Expense	0.02	1.18	0.2	0.01	0.74	0.2
Total Management Expense	0.71	4.6	1.9	0.33	6.98	1.95
Rent	1.51	10.75	3.7	1.19	14.7	3.3
Heat, Light, and Power	0.36	1.35	0.65	0.27	2.4	0.6
Insurance on Stock and Equipment	0.12	1.16	0.35	0.11	1.74	0.38
Taxes	0.06	0.98	0.35	0.03	1.99	0.37
Repairs and Renewals	0.06	0.55	0.15	0.02	1.13	0.12
Depreciation of Equipment	0.15	0.83	0.3	0.05	2.08	0.4
Total Fixed Charges and Upkeep Expense	2.85	12.7	5.5	2.03	17.8	5.17
Miscellaneous Expense	0.04	2.92	0.6	0.02	3.38	1.0
Losses from Bad Debts	0.0	0.87	0.27	0.0	1.2	0.17
Total Expense	13.3	32.33	20.5	13.3	34.66	20.25
Net Profit from Merchandise Operations	6.5 Loss	18.5	5.2	7.55 Loss	27.43	6.35
Repairing	1.33 Loss	6.53	0.9	0.98 Loss	3.86	0.2
Total Interest	1.52	6.9	4.0	1.3	9.04	3.5
Stock-turn	0.6	4.77	1.6	0.7	5.1	1.7

¹ Price of men's shoes up to \$3.00, typical \$2.50 (before the war).

Price of women's shoes up to \$3.50, typical \$3.00 (before the war).

² Price of men's shoes \$3.00-\$6.00, typical \$4.00 (before the war).

Price of women's shoes \$3.50-\$7.00, typical \$5.00 (before the war).

common figures both for salesforce expense and for advertising.

Delivery Expense

The common figures for this item are 0.15 per cent. for low-price stores, 0.3 per cent. for medium-price stores, and 2.6 per cent. for high-price stores. These figures indicate the extra cost for the more extensive delivery service provided by the high-price stores.

Total Management Expense

In low-price shoe stores the common figure for this item is 1.9 per cent. of net sales; in medium-price stores it is 1.95 per cent., and in high-price stores 3.8 per cent. The increase in this expense probably results, in large part, from the fact that the service demanded from the high-price stores increases the management problems. A greater amount of labor is involved to provide proper clerical assistance to look after the charge accounts, and also to the fact that in many of the small stores, which are especially numerous among stores selling low-price and medium-price shoes, less attention is given to managing the business.

Rent

Low-price shoe stores have rent figures varying from 1.51 to 10.75 per cent., with 3.7 per cent. as the common figure. In medium-price stores the lowest figure for rent is 1.19 per cent., and the highest figure 14.7 per cent. The bulk of the figures range from 2.6 to 3.7 per cent., with 3.3 per cent. as the common figure. Rent in the high-price shoe stores ranges from 1.98 to 5.82 per cent. of net sales; the common figure is 2.8 per cent. Although the high-price stores usually have expensive locations in order to be advantageously located to attract trade, their rent expense is less in proportion to sales than for the other two groups; in the low-price stores, it is highest. In other words, the high-price store generally uses its available space most

economically, and the low-price store uses its space least economically.

Total Expense

In the low-price stores the figures for total expense range from 13.3 to 32.33 per cent. of net sales, 20.5 per cent. being the common figure. In medium-price stores 13.3 per cent. is the lowest figure, 34.66 per cent. the highest figure, and 20.25 per cent. the common figure. Stores selling high-price shoes show 23.43 per cent. as the lowest figure, 32.85 per cent. as the highest figure, and 28.8 per cent. as the common figure. It is to be noted that no figures for interest are included in the expense statement of this accounting system for shoe retailers. The reason for the difference in the common figure for the different grades of stores is accounted for in the separate items explained above.

Stock Turn

A good stock-turn is one of the surest indications that a retail shoe store is successful. To obtain a figure for stock-turn the cost of merchandise sold during the year is divided by the average inventory of merchandise. This average inventory is found by adding the inventory at the beginning of the year and the inventory at the end of the year and dividing the sum by two. The figure for stock-turn is based on cost of merchandise sold and not on net sales, because inventory is taken at cost. A stock-turn as high as 4.7 times a year has been attained by stores selling low-price shoes. Some retailers of this grade, however, turn only a little over one-half of their stock during the year. The common figure for stock-turn in low-price shoe stores is 1.6 times. In the medium-price shoe stores the lowest figure for stock-turn is 0.7 times and the highest 5.1 times, and the common figure 1.7 times. In high-price stores stock-turn ranges from 0.9 to 2.3 times a year, with 1.5 times as a common figure. This lower figure for stock-turn is probably due to the fact

that more novelty goods and extreme styles are sold in the high-price stores.

Relation of Cost and Expense to Selling Price

The chart herewith shows, by means of the three bars, how retail selling price in low-price, medium-price and high-price stores is divided, in each case, between cost and various classes of expense. This shows graphically the information given in the summaries elsewhere in this article. The length of the bars is proportional to the typical price of the shoes sold in these three groups of stores and indicates just what proportion of the price in each case covers cost of merchandise, total buying, selling, delivery, management, fixed charges and upkeep and miscellaneous expense and also net profit, which is shown in white at the end of each bar. This chart emphasizes the importance of selling expense and fixed charges and upkeep expense in operating each group of retail shoe stores. It also shows the marked increase in expense in the high-price stores which is occasioned by the extra service—especially delivery service—demanded by their trade.

Operating Expenses for 1916 and 1917

The statements that the Bureau has received from retailers show that the retail shoe business was unusually profitable in both 1916 and 1917. The gross profit in stores of all classes averaged about 6 per cent. higher than in previous years. This was due to general business activity, which stimulated sales and to the effect of rising prices. Most of the retailers were able to dispose of stock carried over at selling prices that were moved up in accordance with the general upward tendency of the shoe market.

Total expense was somewhat higher in proportion to sales in 1916 and 1917 than in previous years, but generally this increase amounted to only about one-half of one per cent. This increase was shown chiefly in total management expense and total fixed charges

and upkeep expense. Inasmuch as gross profit increased substantially more than total expense, shoe retailers showed a net profit in 1916, and also in 1917, that was almost double that of previous years and a much smaller number of stores than usual showed a loss on their business.

OPERATING EXPENSES IN CHAIN SHOE STORES

The following summary of operating expenses in chain stores is the first result of the Bureau's study of chain shoe stores. Profit and loss figures from seventeen chains operating a total of one hundred and eighty-four stores are included in the tabulation. These statements cover the period from 1909 through 1914, and were adjusted to the Bureau's uniform accounting system for shoe retailers.

The annual sales of the stores furnishing figures range from \$5,000 to \$250,000. Forty-eight per cent. of all stores have sales of less than \$50,000; 37 per cent. from \$50,000 to \$100,000; 9 per cent. from \$100,000 to \$150,000; 4 per cent. from \$150,000 to \$200,000; 2 per cent. from \$200,000 to \$250,000. These stores are located in twenty-seven states in cities of all sizes down to a population of 1,600. It is significant, however, that only 31 per cent. of the chain stores are in cities of less than 100,000 population. Forty-one per cent. of all stores reporting are located in the Eastern States, 9 per cent. in the Southern States, 23 per cent. in the Middle West, 24 per cent. in the Western States, and 3 per cent. in the Pacific Coast States.

Gross Profit

The range for gross profit in chain shoe stores is from 12.5 per cent. to 45.5 per cent. of net sales. Within this range the bulk of the figures are between 26 per cent. and 30 per cent. inclusive, with the most common figure at 28.4 per cent. The percentage of gross profit does not vary regularly with the volume of sales. In fact the highest gross profit figures reported are for

Operating Expenses in Retail Shoe Stores

Net Sales = 100 Per Cent.

Item	Selling High-Price ³ Shoes			Chain Shoe Stores		
	Lowest %	Highest %	Common %	Lowest %	Highest %	Common %
Gross Profit on Merchandise	21.3	41.5	34.8	12.5	45.5	28.4
Salaries and Wages of Buying Force	0.56	1.99	1.2			
Other Buying Expense	0.07	0.88	0.28			
Total Buying Expense	0.07	0.88	0.28	0.2	2.95	0.95
Salaries and Wages of Salesforce	7.02	11.65	10.25	2.5	16.5	6.9
PM's	0.41	1.28	0.85	0.03	2.1	0.5
Advertising	0.98	3.57	2.0	0.0	16.3	2.3
Wrappings and Miscellaneous Selling Expense	0.08	0.63	0.17	0.02	1.0	0.15
Total Selling Expense	9.31	18.1	13.27	4.7	33.0	9.85
Delivery Expense	0.0	3.2	2.6	0.0	5.5	0.37
Management and Office Salaries	1.67	7.58	2.7	0.08	5.0	1.6
Office Supplies and Expense	0.16	4.3	1.1	0.01	1.2	0.1
Total Management Expense	1.83	9.4	3.8	0.11	6.0	1.7
Rent	1.98	5.82	2.8	1.33	27.8	8.6
Heat, Light and Power	0.16	0.45	0.28	0.12	3.5	0.9
Insurance on Stock and Equipment	0.43	1.41	0.5	0.08	1.88	0.3
Taxes	0.02	0.38	0.3	0.01	2.04	0.15
Repairs and Renewals of Equipment	0.36	0.39	0.38	0.01	4.4	0.15
Depreciation of Equipment	0.33	1.33	0.54	0.1	8.9	1.0
Total Fixed Charges and Upkeep Expense	3.74	7.74	4.8	1.55	33.5	11.1
Miscellaneous Expenses ⁴	0.38	3.76	2.0	0.1	8.8	0.6
Losses from Bad Debts	0.2	1.34	0.85			
Total Expense	23.43	32.85	28.8	9.85	57.6	24.6
Net Profit from Merchandise Operations	10.14	Loss	18.22	6.0	Loss	20.3
Total Interest	2.86	2.91	2.9	0.53	7.4	2.5
Stock-turn	0.92	2.33	1.5	1.1	4.6	1.7

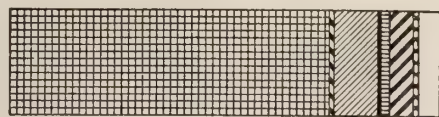
³ Price of men's shoes \$6.00 and over, typical \$7.00 (before the war).

Price of women's shoes \$7.00 and over, typical \$8.00 (before the war).

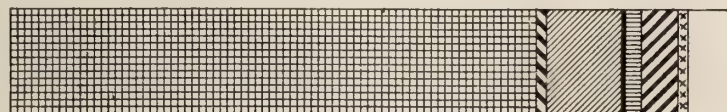
⁴ Includes losses from bad debts in chain stores.

Relation of Cost and Expenses to Selling Price

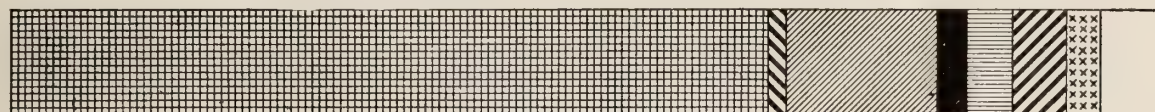
Percentage of Selling Price



Low-PRICE STORES



MEDIUM-PRICE STORES



HIGH-PRICE STORES

An explanation of this chart will be found in the accompanying article.

	Low-Price Stores	Medium-Price Stores	High-Price Stores		Low-Price Stores	Medium-Price Stores	High-Price Stores
 Cost of Merchandise Sold	%	%	%	 Total Management Expense	%	%	%
	74.3	73.4	65.2		1.9	1.95	3.80
 Total Buying Expense	0.98	1.14	1.48	 Total Fixed Charges and Upkeep Expense	5.5	5.17	4.80
 Total Selling Expense	11.1	10.52	13.27	 Miscellaneous Expense and Losses from Bad Debts	0.87	1.17	2.85
 Total Delivery Expense	0.15	0.30	2.60	 Net Profit	5.2	6.35	6.0

stores of average size—that is, with annual sales amounting to from \$40,000 to \$50,000.

Salaries and Wages of Salesforce

This is one of the largest single items. The range of the figures reported is from 2.5 to 16.5 per cent. of net sales. The bulk are between 5.5 and 8 per cent., concentrating around 6.9 per cent. as the common figure.

PM's

Even where used, this item varies considerably, ranging from practically nothing to 2.1 per cent. of net sales. The bulk of the figures are between 0.3 and 0.8 per cent., with 0.5 per cent. as the common figure.

Advertising

Although an advertising expense as high as 16.3 per cent. of net sales is reported, the concentration is between 1 and 3 per cent., 2.3 per cent. being the common figure. Advertising is exceptionally high in the opening years for each new store added to the chain. Eliminating those, the highest reported is 10.2 per cent.

Rent

Rent shows a wide range, namely from 1.33 per cent. to 27.8 per cent. of net sales. The tendency, however, is to concentrate between 5 and 10 per cent., with 8.6 per cent. as the common figure. The greatest diverg-

ence between the chain store and the independent retail store is in this item.

The range for total expense is from 9.85 to 57.6 per cent. of net sales. The common figure is 24.6 per cent.

The highest net profit reported is 20.3 per cent. of net sales. Losses have been reported as high as 31.9 per cent. The typical figure for net profit is 3.8 per cent.

Merchants in districts where electric current consumption is curtailed have stated that never before did they realize the value of their windows until they were forced to darken them. It would be well to store this little fact in the memory until that time when the power situation is less acute—then look to your lighting equipment without delay.

All is not gold that glitters—neither are all the cartons in shoe stores filled with shoes. This commendable camouflage is not new and is very useful. We noticed a retailer the other day cutting four or five inches off a lot of cartons to fill in a space of shelving lacking the necessary depth on account of a chimney projection. The finished appearance was all that could be desired. Keep the open spaces filled up by all means.

Thomas A. Knapp Gives a Practical Talk on the Fine Points in Merchandising at Manitoba Retail Merchants' Convention

A LARGE number of retailers filled the Auditorium of the Industrial Bureau in Winnipeg to listen to an address given by Thomas A. Knapp, general manager of the retail division of the Sheldon organization, Chicago, Ill., and we are reproducing some of the high spots of Mr. Knapp's address, which proved interesting to his audience. Mr. Knapp is a practical retailer, having spent over twenty years in actual retail store work. He jumped counters in the good old days of calicoes, kerosene, and cracker-boxes, and has witnessed the remarkable development of retail distribution from the general store and the itinerant merchant to the great mercantile palaces which mark our present time as a scientific age in retailing.

Mr. Knapp's address really covered two phases of retailing; first, distribution through scientific progressive advertising; secondly, advertisements of the individual and the organization, your congenial sales person, through intensive and practical education.

The speaker said that much of the advertising that appears to-day is almost void of life, vim, progressiveness, or whatever one pleases to term the qualities necessary for winning favorable attention of readers.

Big manufacturers are extremely careful of making use of every factor possible in directing the favorable and immediate attention of the reader to their advertisements. When your ad. has been prepared, and is all ready to go to press, when your form letter or circular is ready to be printed—think! First, is it prepared in a manner that will insure its catching the eye of your prospective customer; secondly, is your copy in harmony with your cuts; are your cuts representative of your merchandise; do your illustrations appear active or are they passive and mediocre? Do they represent your merchandise in a forceful and convincing manner? Good illustrations are of vital importance, and one should use great care in their selection. Remember the eye instinctively follows certain lines, such as a finger pointing the direction of a person's gaze, an arrow, or almost anything that lends movement or direction. One manufacturer of international reputation has used the arrow successfully in all his advertising. A big clothing concern has individualized its newspaper advertising by running small one column ads. headed by humorous illustrations which are usually full of action and life. If you want the public to read your advertising, you must be sure that you create the proper "inner setting," that is, that you get them in the right humor to absorb the material presented in your ad. There is too much of the cold objective style of advertising, altogether too little attention is paid to the news side; a most successful advertiser considers appeal to the instincts paramount. For instance, one man would be very susceptible to an appeal made to his instinctive economy, while another would best be appealed to by applying to his approbateness. There is altogether

too much of the "we" in present day advertising, and not quite enough of the "you."

What Does the Customer Think of You?

It is a good thing to find out occasionally what your customers think of your store and your methods. Mr. Knapp here read a questionnaire sent out by a firm in Danville, Ill. In sending out the questionnaire the firm enclosed with it a return addressed envelope with postage.

Dear Madam:

We are constantly trying to improve the merchandise and the service of our store; and this means the correcting of faults and shortcomings that exist. Naturally our customers are in far better position to learn what is wrong with our store than we are. We cannot know when you fail to get completely satisfactory service, unless you tell us when you are annoyed or disappointed.

For our benefit, will you do us the great favor of filling in the answers to the questions below, and then add any other remarks that may be useful to us. Of course, you do not need to sign your name, unless there is something we can do for you, or some amends that we can make for dissatisfaction caused.

1. Does our merchandise meet your desires?

Ans.

2. Is our service satisfactory to you?

Ans.

3. Do you find our salespeople intelligent and courteous?

Ans.

4. Are our goods as desirable as those you find elsewhere?

Ans.

5. Are our prices, quality considered, as low as those you find in other stores?

Ans.

6. Do you think there is advantage in buying in other cities or from mail order houses?

Ans.

7. What changes or improvements would you suggest in our methods?

Ans.

We'll make this store satisfy you in every way, if it is humanly possible, if you'll help us by telling us what you want, and how we can serve you better.

Faithfully yours,

Sales Pointers.

Important points in his address regarding winning customers were as follows:

The sales person should radiate good nature, and attract the favorable attention of customers by her promptness, her attitude, her pleasant, expectant, facial expression, by her attentiveness, her form of speech and tone of voice. She should arouse interest in her merchandise by giving information and by making positive statements which can be backed up absolutely. She thus renders such satisfaction which places every confidence, and confidence is the basis of the retail trade. Most sales people can attract favorable attention, and arouse interest, but there are few indeed who can create a strong desire by words and actions, and successfully close a difficult sale. Many sales people do not recognize the psychological time for the closing of a transaction even when they have overcome the expressed objections of a customer they go on and on until they talk themselves out of a



A striking example of modern shoe store design. Note the prominent findings case, the pedestal display stand in the foreground, the division of the store into bays by projecting shelving, each with a showcase. The lighting equipment particularly has been given special consideration. The fixtures were supplied by the National X-Ray Reflector Company and furnish almost perfect illumination, the photograph being taken with no other source of light.

good sale. Thousands of dollars are lost each day in the Dominion, by sales people failing to introduce their goods to customers after a purchase has been made.

Mr. Knapp cited an example of good service which he encountered in the Hudson Bay store while attending the convention. He stepped in the store entrance simply to look over the departmental arrangements of the store, and talk to a few of the sales people, but had no purchase in mind. He met with such extreme courtesy that he became acquainted with a fine young salesman, who sold him a pair of silk hose, and a bright little lady in the toilet goods section painlessly extracted some of his hard-earned cash for toilet requisites. Mr. Knapp says there is too little of this sort of service. If sales people are indifferent he says it is naturally due to the fact that they are not interested in the work they are performing. If merchants wish to reduce their help turn-over, their first duty is educational. Sales people who have scientific knowledge about the merchandise they are handling, the organization as a whole, the community, and the customers, are never indifferent. Big salaries do not always make satisfied employees. Many times more dissatisfaction is encountered among high salaried sales people than among those receiving moderate wages.

Let These Sink In.

The following are a few "hot-spots" from the speaker. Don't try to please cranky customers—they

might come back and buy something in the future. Don't associate with sales people who know more than you do—it might enable you to learn something worth while—what's the use. Don't try to be on time—the boss won't appreciate it anyway, and it might mean waiting on an extra customer or two. If you are selling shoes don't try to fit a customer's feet carefully—if you do that they will only come back and ask for you, and this would mean a lot of bother. Let them tell all their troubles to a chiropodist. Don't sympathize with the firm—they are rich and have not a worry in the world. Don't give out information to their employees—you must monopolize all knowledge, besides it might lead to your advancement, and that would mean greater responsibility for you—duckit. Don't show the merchandise the customer calls for—tantalize her by offering just the opposite, she may get peeved and walk out. This hint is a work saver. Never give the customer the size she calls for—just guess at it; she won't know the difference anyway. Service? Bah! Don't worry, especially about your health—keep any old hours, and do just as you please. Specialists tell us that health is much a matter of the mind, so let's forget it.

The foregoing remarks Mr. Knapp characterized as "mustard plasters," the following a skunk's oil and soothing syrup. Your customer is your opportunity; your customer pays your salary; your customer is your store's biggest and best advertising medium; your customer, if treated properly, will boost you,

your firm, your store; she will delight in telling her friends about your service. She will elaborate upon the simple facilities your store affords, and she will not be content until her best friends are imitating her to the degree of buying from you.

Mr. Knapp claims that the average retailer does not know how to instil in the hearts and minds of his employees a strong enough desire for self-improvement. He does not give them ample opportunity for individuality development and self-expression. He gives them a job, and then holds their noses so close to it that they cannot see it in perspective. He said that any merchant who does not hold employee meetings is dead and does not know it.

Mr. Knapp further stated that imagination is one of the greatest builders a retail store can possess. Treat kindly the dreamer of an organization. They are in reality the future builders. Imaginative men or women are cut to lead, and heaven knows we have a superabundance of followers. Show me a void of "imagination" people, and I'll show you a most uninteresting commercial bearing ground in the country. Imagination is a builder, the foundation layer, and always goes before. The Dominion needs more constructive thinkers to-day than ever in its history. Now, as never before, the best is none too good. The mechanical thinking, "follow-the-other-fellow" type is altogether too numerous.

Standards of Trade Being Raised by Winnipeg Club

THE Kiwanis Club of Winnipeg recently had their first anniversary. This club was originated in Detroit in the fall of 1914 and the Winnipeg section was formed in March, 1917. The membership at the start was about 50; now it is over 200, and includes two representatives of every line of business in the city. It has for its purpose the raising of ethical standards of trade to new peaks of co-operation and reciprocal good feeling between competitors in business and between the retailer and consumer. Luncheons are held weekly and give each member an opportunity to meet and get acquainted with the other fellow. The year's activities have also included a picnic, social gatherings, entertaining of convalescent soldiers, Red Cross work, and so on.

Mr. C. F. Rannard, the well-known Winnipeg shoe retailer, is an active Kiwanian, and recently gave the following reasons why he belongs to the Club:

"I belong because I am satisfied that a club like the Kiwanis can do a great deal of good in these times when an individual finds it difficult to make an impression alone. We must be linked up with, and behind an organization made up of strong men determined to do not only their 'bit,' but their 'best' in this hour when our country and Empire requires the best of us all.

"As a merchant, 'Kiwanis' gives me continual opportunities of getting broader views and exhaustive information on topics of interest to the business men of to-day. If our country is to be strong in time of war or peace, we must be commercially strong.

"Every business man has a duty to perform in his community and that duty is not to make money first; but rather to do that which he finds of greatest aid to the greatest number. To do so, business men must

The Kiwanis Creed

To realize that I am a business man, and wish no success that is not procured by giving the highest service at my command.

To do my best to elevate and improve the business in which I am engaged and so to conduct myself that others in the same line may find it profitable and well to do likewise.

To insist that the exchange of my goods, service and ideas are legitimate and proper profit, provided that all parties interested are benefited thereby.

To conduct my business in such a manner that my competitors will realize the perfectness of the service, and agree with my customer that the trade should be given to me.

To realize that the greatest asset of any man is his friends and that any advantage gained by reason of such friendship is perfectly proper and legitimate.

To keep the quality of my goods above criticism if possible, and when justly criticized to accept the criticism with good grace and endeavor to improve.

Service and responsibility are the goods we have to sell. When we sell them right, we gain, and the purchaser receives his due. If we sell them wrong we both lose on the transaction, and thereafter it bars us from future business.

We believe in the doctrine of Kiwanis. It is based on truth in business, service in business, quantity in business and last but not least, quality in business.

That primarily my life should be devoted to the service of my country and my God, and by honest efficiency in the conduct of my business in supplying the needs of others, I shall best meet these requirements by which the individual is measured.

That satisfactory service by responsible merchants builds and establishes a spirit of self-sustaining interest in a community producing a betterment of living conditions.

As a better mutual service advances the interest of each individual so is this interest reflected from his environs into city and national life.

To realize that I live not for myself but for others.

turn in and be better prepared to do things in a better way, and it is precisely this that the Kiwanis Club helps us to accomplish.

"We must not have one enemy, or one slacker in our midst. We must all produce, as the longer the war continues there is bound to be greater activity. Activity in energy, in education, in business and in art.

"Back of all the changing conditions of these times a new business spirit is arising and making itself felt, gradually, but nevertheless surely, throughout the ranks of trade. It is the spirit of efficiency, and it requires that one must be efficient, not only by doing things well, but by doing things with the least possible waste of energy or money. This is the great problem before the business people of our country now and in order to do this the Kiwanis Club is bringing before its members speakers of eminence able to give practical advice and inspire to greater and more intensive effort."

Be prepared for the worst—but do your darndest to keep it from happening.

Final Recommendations for Spring 1919

*Officially Issued on June 28 by the Hide, Leather and Tanning
Materials Section of the United States War Industries Board*

THESE recommendations apply to all samples made for the Spring season of 1919. Manufacturers, however, may cut shoes for stock or shoes to fill orders now booked, or to fill orders taken after this date, provided such shoes are cut on or before October 1, 1918.

On Samples Made Up Now

All samples made for the Spring season of 1919, prior to the receipt of the proposed plan for conservation in the manufacture of shoes, may be shown if they are distinctly marked, as follows: "This sample was completed prior to receiving the plan for conservation in the manufacture of shoes for the Spring season of 1919 issued by the Hide, Leather and Tanning Materials Section of the War Industries Board, and does not conform to these recommendations, but is used as a sample in order to conserve material and capital. However, in filling orders taken from this sample, the shoes will be constructed to conform with the recommendations of the War Industries Board."

Lace Boots Eight-Inch Tops

The maximum height of women's shoes, both leather and fabric, should not exceed eight inches, measured from breast of heel at side to center of top at side of finished shoe—size 5, width B, to be the standard.

Button Boots 6½ Inches

The maximum height of button shoes for women should not exceed 6½ inches, measured as above. No new styles should be introduced on button shoes.

The maximum height of misses' shoes, sizes 11 to 2, should not exceed 6½ inches, measured as above—size 13 to be the standard.

The maximum height of children's shoes, sizes 8½ to 11, should not exceed 6 inches, measured as above—size 10 to be the standard.

The maximum height of infants' shoes, 4 to 8, should not exceed 5½ inches, measured as above—size 7 to be the standard.

Overgaiters at 8 Inches

The maximum height of all overgaiters should not exceed 8 inches, measured from breast of heel at side to center of top at side of overgaiters. The top of all overgaiters should be straight cut, thereby eliminating wave tops.

The Accepted Colors for Spring

All shoes (men's, women's, boys', youths', misses', children's and infants'), both leather and fabric, including the outside facings and trimmings, should be restricted to black, white and two colors of tan. The two colors of tan to be a

dark brown or tan and a medium brown or tan. The term "white" is used in its trade sense and does not include light gray, pearl, smoke, natural chrome, etc. These color restrictions do not apply to evening or house slippers or babies' shoes made of fabrics. The use of "bronze" is permitted in oxfords, pumps and slippers. Patent leather is to be black only.

No New Style Lasts

Each shoe manufacturer is to confine himself to the lasts now in use in each of his individual factories, and not introduce, use or purchase any new style lasts. By new style lasts is meant any styles of lasts which have not been generally used in the manufacture of shoes in the past. He may replenish his present stock to cover wasteage or to meet his requirements in lasts that are not in general use in his factories. This is to be effective at once and to remain so for a period of six months from date hereof. Any firm or person having recently started, or who may start hereafter, in the manufacture of shoes should submit their requirements to this section.

No Wing Tips and Ball Straps

Wing tips and ball straps should be eliminated; imitation tips are permitted.

Suggestions for Conservation

In addition to the above, you are requested in so far as possible, or wherever practicable, to institute the following suggested methods of conservation: 1. To use skeleton form or full fabric lining in low shoes. 2. To use economical cutting patterns. 3. To co-operate with retailers and wholesalers to restrict the return of merchandise. 4. To reduce the number of new boot samples for women to be made for the Spring season of 1919. 5. To discourage the purchase or order of unnecessary sample pairs of shoes for future buying. 6. To encourage the sale of low cuts and low effects.

Further Conservation "Up to Trade"

Accompanying the regulations as they go out to the trade will be a letter stating that in view of the vital necessity of conserving all materials and capital for the successful prosecution of the war, Hide, Leather and Tanning Materials Section of the War Industries Board, expects all concerns to not only carry out the specific items in the schedule, both in spirit and letter, but also to institute every possible economy in the spirit of the general plan for conservation in the industry. Leather manufacturers, shoe wholesalers and retailers are to be asked to co-operate with the shoe manufacturers in working out these economies, the letter states.

Toronto Repairers Visit Acton Tannery

Also Meet Hamilton Association in Baseball Game—
Annual Picnic July 17



ON Wednesday, June 12, at the invitation of Beardmore and Company, leather manufacturers, the members of the Toronto Shoe Repairers' Association visited Acton to inspect the immense tanneries of the company at that place. The

start was scheduled from West Toronto at 12.30, in a private car on the new Toronto to Guelph line, and about seventy-five Toronto repairmen comprised the party. The start was delayed until ten minutes to one—somebody said because Charlie Robertson found it chilly on the corner of Keele and Dundas Streets and went home for his overcoat. Anyway, when Charles showed up again the wheels began to move and the trip started. Mr. W. A. Moore of Beardmore & Company, accompanied the gathering, and soon after starting one of his aides passed around the contents of a suspicious-looking package he had brought, which proved to contain nothing worse than the fragrant weed that soothes the mind and promotes good fellowship.

Ernie Skilling, official cornetist of the Association, and Alf. Smallwood, banjo expert, brought their instruments, and J. W. Hendry, not to be outdone in musical endeavor, produced a pair of bones which he handled in a manner that would have shamed an old-time minstrel. Evidently our motorman was a man of jealous tendencies and thought he could drown out Mr. Skilling's cornet with his pneumatic whistle. This was obviously impossible as Ernie was supported by Hendry with the bones and the entire vocal chorus of the Association. So between songs, jokes and smokes the time passed pleasantly until Acton was sighted, near three o'clock, and Mr. Moore called "all out."

During the trip each member had been supplied with a badge bearing a number and on alighting from the car it was found that plans had been made to divide the party into groups, each under a special guide, so that the tour of inspection could be made with greater ease and less liability of confusion. Our group photograph was taken just before entering the tannery. The intention was also to photograph any member caught in the act of slipping a side of sole leather under his vest, but our lens was not quick enough to catch them. One member even refused to stay in the hide room for fear he would carry away the aroma.

Harness and Sole Leather Tanneries.

One of the Beardmore tanneries is given over to sole leather and the other to harness and belting leather. The sole leather tannery was inspected first and the honeycomb of vats comprising almost the entire floor of the tanning room was the first item of

interest. These vats are covered over during the tanning process and, to the uninitiated, present the appearance of an ordinary wooden floor. After the hides have been soaked in a lime solution they are put through a dehairing machine which removes all the hair in a few seconds. The complete tanning process, however, takes several months, during which the hides absorb the various bark and tanning liquors and are removed at regular intervals from one pit to another or "handled" many times. The liquors are continually inspected for temperature and strength. A very large quantity of harness, belting, case, bag and belt leather is also tanned by the Beardmore Company at their other Acton plant.

Nearly every operation in the tannery is by machinery, outrivalling human skill many times over. Among the special machines noticed were those for



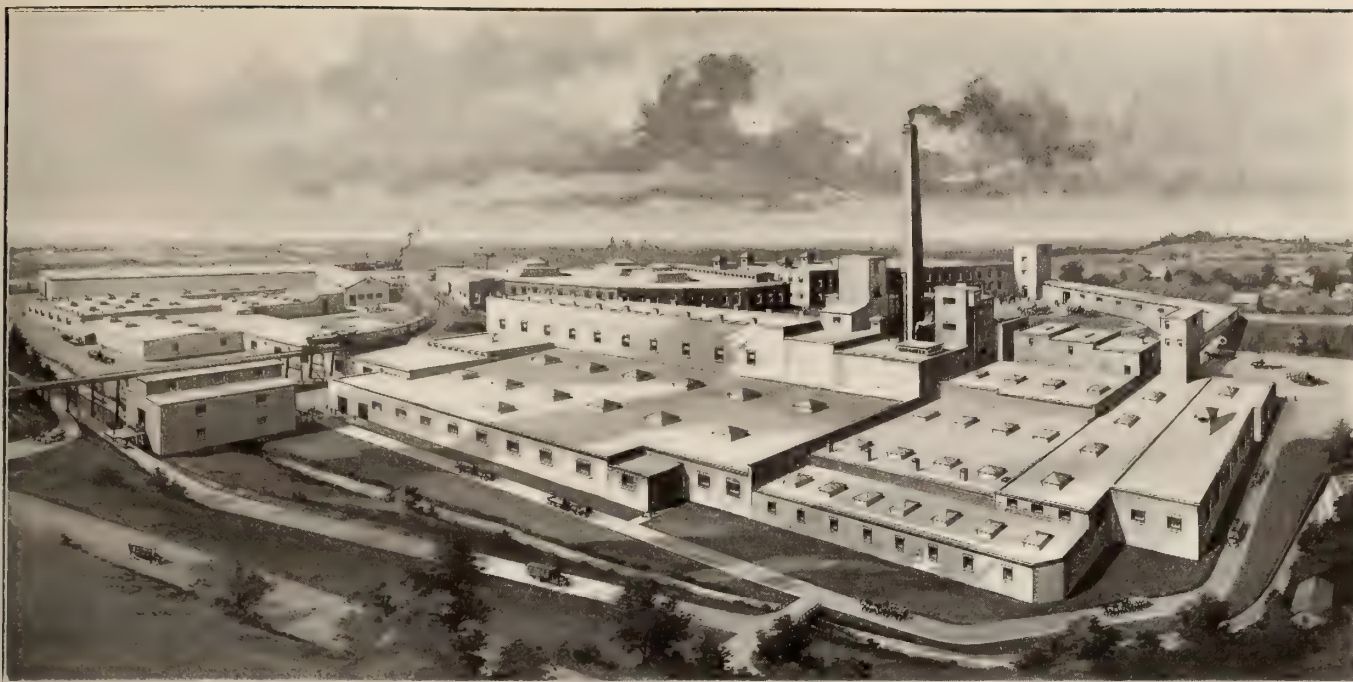
Members of the Toronto Shoe Repairers' Association, who visited the Beardmore tanneries.

dehairing, splitting, buffing, softening, embossing, measuring, stretching, polishing, and so on. A machine shop fully equipped to handle the largest or smallest repair is maintained. The steam hammer, capable of delivering a light tap or a crushing blow, attracted some notice, as did also the cutting machine which slices pieces of iron bar like butter. The company also maintain a pattern shop and carpenter shop, so that it is possible to make many of their machines, in addition to repairing them.

The different processes through which the hides pass before being ready for the market were carefully explained and workmen were always ready and willing to give practical demonstrations.

The Power Plant.

Power for the plant is supplied by a 100 h.p. Wheelock slow-speed engine and a 500 h.p. Goldie-Corliss



The Mammoth Sole Leather Tannery of Beardmore & Company at Acton, Ont.

engine. One of the belts in this engine room is said to weigh 3,000 pounds, and the leather for it was manufactured in the belting leather department, which is an important feature of one of the Acton tanneries. Another engine room contains a high-speed, upright, compound engine directly connected to a Westinghouse generator which furnishes the necessary current for lighting and various small motors throughout the plant. It is interesting to note that bark and leather refuse is mixed with the coal used to generate steam for these engines.

Immense drying rooms are provided in which completed hides are hung; the temperature being kept cool in summer and warm in winter by large fans which blow currents of air to all parts of the rooms.

At one tannery a machine for testing leather lacing was demonstrated. A piece of lace one-half inch wide and about eight inches long, did not break until 280 pounds' pressure was applied.

The leather-measuring machine proved of special interest to the repairers owing to its rarity and delicacy of adjustment. Leather is fed into the machine and passes under a series of large cog wheels which raise and connect with the measuring device and the entire area of the piece of leather is registered on a dial. By this process it is possible to measure a piece of leather to a degree of correctness within a few square inches and the time consumed is only a few seconds. The principle of the machine will be understood when it is borne in mind that the cog wheels are only about a half-inch apart and that they rise and fall as the leather goes under them. As each cog raises it measures so much on the dial.

A complete description of every operation viewed by the visitors is practically impossible. The plants are so large and the operations so interesting that it was the expressed opinion of many that two or three days would be required to thoroughly inspect them. Nevertheless in the two hours or so at their disposal the members made the most of their opportunity,

and as many were entirely unfamiliar with the process of tanning leather, the knowledge was a revelation.

The Acton tanneries of Beardmore and Company are the largest in the British Empire and the entire property comprises approximately 600 acres. An average of four hundred employees are on the payroll and the consideration with which they are treated was a feature brought out in conversation with one of the workmen. Especially at Christmas time is the generosity of the firm evident in remembrances to employees and their families.

The close of the inspection brought the guides and their parties together in the large warehouse, located some little distance from the tannery. From this point all shipments are made. The sight of an enormous quantity of leather in the warehouse "all dressed up and nowhere to go," aroused some comment, but it was explained that this was the low-grade leather of which we have been hearing so much lately and for which we are informed there is little demand. This leather has since been disposed of, for export to England. The best leather is disposed of almost immediately after tanning is completed.

In this warehouse the Beardmore Company have a very fine Toledo weighing scale and while Mr. Moore was busily engaged in counting up the members to see that no one had fallen into the tanning pits and got lost, the time was made merry in a comparison of avoirdupois. Arthur Butterworth was a trifle hesitant when it came to his turn, because he knew it was a valuable scale. However, when he heard it would weigh up to a thousand pounds his fears were set at rest.

And Then the Supper.

About 5.30 p.m. all of the members were conducted to a large tent which had been erected on the grounds adjoining Mr. Beardmore's residence and a very satisfying supper was served, after which the cigars were passed and practical use made of the souvenir cigar lighters which were presented to each

member, in addition to a pair of Acton Oak sole leather taps from leather made in Acton.

Mr. H. K. Hayward, president of the Association; in proposing a toast to Mr. Beardmore, thanked the company for the very profitable and enjoyable afternoon they had spent. Mr. Beardmore, in replying, expressed his very great pleasure in having the repairers with them and outlined briefly something of the history of the company. He, himself, had become connected with the Acton tannery some thirty-three years ago when it was a very much smaller organization. Little by little, and with painstaking care and watchfulness, the plant had been enlarged to its present standing. The war had interfered greatly with their operations, but endeavors were not lessened to turn out leather of the highest standard. The sincerity of Mr. Beardmore's remarks, coupled with a very

strong personality, won for him instant favor with the visitors, well evidenced by the applause at the close of his talk.

The President asked a number of the members to say a few words regarding the trip, among these being Messrs. Robertson, Burnett, Butterworth, Burnill, Hendry and Mason. Mr. Moore also spoke briefly. Mr. Beardmore proposed three cheers for President Hayward and, upon announcement that the special car was waiting for the return trip, shook hands with each of the visitors as they left the tent.

The return trip was enlivened again by the musical trio and the vocal talent. Mr. Skilling might have appropriately rendered "The End of a Perfect Day," but perhaps it wasn't suggested to him. In any event the day will be long in the memory of the Toronto repairers.

Shoe Repairers Play Baseball—Toronto vs. Hamilton

AS Charles Wren, of the Toronto Shoe Repairers' Association, puts it—"It isn't the work that's killing us boys; it's the worry."

And everyone doubtless being of the same opinion, it was decided to take a little motor trip to Hamilton on Wednesday, June 25, and play some baseball with the Hamilton Repairers' Association—just to get away from the worries of business for a little while. So in six flivvers and one automobile, (J. W. Hendry's Chevrolet), about 35 of the Toronto members left Sunnyside Bridge at 1.30 on the 40 mile trip to Hamilton. Plans were for all cars to turn down to Burlington Beach and meet the Hamilton members at the Beach Hotel, where there is a good baseball field, but a couple of the drivers kept right on the concrete road to Hamilton, the Fords evidently not being willing to leave the smooth going—and we don't blame them; the Burlington Beach road is almost enough to spoil one's baseball enthusiasm completely.

Arthur Butterworth, who should have played first

base for the Toronto Association, thought he would take off a little weight by running up to Hamilton, where it was supposed the missing members were lost in the wilds of Dundurn Park, or else had become fascinated gazing at the tall buildings in Hamilton. In the meantime those of the Toronto team who were on hand engaged in a game with the Hamilton boys, who had been "warming up" for quite some time. The score in favor of Hamilton was approximately 11-3—there is some doubt about the exact figures, but anyway Hamilton won. And is it any wonder? The Toronto members, having motored for many miles through a country rich in fertility and abounding with cosy little farmhouses, were so full of the "back-to-the-land" notion—the cows and chickens—that they were utterly unfit for the serious business of baseball. Ask Charlie Robertson. He was telling us of the big farm his father owns—one of the finest in Ontario—only some other man has a farm right on top of it and won't get off.

However, after the game the wayward cars turned



Members of the Hamilton and Toronto Shoe Repairers' Associations just after the famous ball game at Burlington Beach

up safely and it was decided to go up to Hamilton for supper and meet at the Sons of England Hall to spend the evening. Mr. John Ross, president of the Hamilton's Shoe Repairers' Association, made a short address of welcome and referred to the friendly feeling now existing between repairers and the benefits being derived. They would be looking forward to the time when they could, in turn, motor to Toronto, and meet the Toronto repairers in a similar manner. This was replied to by Mr. Hayward, the Toronto president. A number of other short talks were given, including those by Mr. Robertson of Toronto, Mr. Phillips of P. Wallace & Son, Toronto, and representatives from "Footwear in Canada" and the "Shoe and Leather Journal". Mr. Robertson spoke of the time when the visit of one repairer to another's shop was almost to invite insult. He had at times called on other repairers to find out their prices and endeavor to come to some basis of co-operation—all without result. This has all changed; through the Toronto Association the repairers have become acquainted and the best of friends. One member does not hesitate to help another, either with advice or supplies.

Songs rendered by Messrs. Butterworth, Smallwood, Hendry and Wren, of Toronto, pleased the gathering very much, and Mr. J. Jarvis, of the Hamilton Association, delighted everyone with his work at the piano. Mr. Willman of Hamilton, also proved to be a splendid singer.

The gathering broke up about 10 o'clock and, after singing the National Anthem, the return trip was started, Toronto being reached about midnight.

The only casualties appeared to be a little tire trouble with Gordon Robertson's car and a broken fan-belt with Mr. Hendry. Mr. Robertson thinks somebody must have had designs on that tire, but the Robertson brothers are experienced tourists and tire trouble is a mere incident. J. W. Hendry is also a benzine-buggy enthusiast and expert mechanic. The work of making a fan-belt was a simple matter, aided and abetted by President Hayward and one of the Hamilton members.

The Hamilton members will likely motor to Toronto in August when the Toronto repairers anticipate showing them that the score at Hamilton was only an accident.

Recent Shoe Machinery Orders

The following repair outfits have been supplied by the United Shoe Machinery Co. of Canada, John E. Johnston, 70 Brock St., Kingston, Ont., goodyear rapid outsole lock-stitch machine; Vincent Ferrari, 606 Ontario St., Montreal, 8 ft. shoe repair outfit, Model N; Abraham Steinberg, 444a St. Catherine St. W., Westmount, 8 ft. shoe repair outfit, model N; J. T. Walters, 103 Shuter St., Toronto, goodyear rapid outsole lock-stitch machine; M. Zydenverk, 774 Dundas St. West, Toronto, goodyear rapid outsole lock stitch machine; John Horlick, 72 Regent St., Fredericton, N.B., 18 ft. goodyear shoe repair outfit, model N; Arthur Niem, 208 Cumberland St. North, Port Arthur, Ont., 8 ft. shoe repair outfit, model N; Solomon Levin, 80 First Ave., Dominion Park, Lachine, 13 ft. shoe repair outfit, model P; Stephen Fisher, 86½ Cornwallis St., Halifax, McKay sewing machine, model S; F. Mango, 112 Main St., Niagara Falls, Ont.; 8 ft. shoe repair outfit, model N; Vincenzo Motarozzi, 191 Ontario St. West, Montreal, 8½ ft. shoe repair outfit, model P; Modern Shoe Repair Co., 505 Richmond St., London,

COME WITH US!
Toronto Shoe Repairers'
Association
 SECOND ANNUAL
PICNIC
 AND
SPORTS
 TO
NIAGARA FALLS
 via Queenston
Wednesday, JULY 17

Return Fares—Adults \$2.00 ; Children \$1.00

Boat leaves Yonge St. Wharf 7.30 a. m.

Ont., 22 ft. goodyear shoe repair outfit model N; Cordonnerie Populaire, 218 Nicolet St., Montreal, 18 ft. goodyear shoe repair outfit model N.

Montreal Trade

Shoe manufacturers in Montreal and Maisonneuve report a considerable improvement in business. Some of the orders are of the rush character, but these are gradually lessening. Quite a satisfactory proportion of the army contracts have been given out in the district and also in the province of Quebec, and the prices, too, are better, allowing a margin of profit, which, if not large, compares well with the very poor one—if indeed any at all in some instances—on former orders. The prices were mutually agreed on between the manufacturers and the War Board.

Manufacturers state that the outlook is against any reduction in prices generally, in view of the situation as to the importation of raw materials, and that the difficulties under which manufacturing has been carried on are more likely to increase than to diminish.

Annual Picnic and Sports

The second annual picnic-excursion of the Toronto Shoe Repairers' Association will be by boat to Queenston and by electric car to Niagara Falls, on Wednesday, July 17. The entire day will be given over, the boat leaving Toronto at 7.30 a.m. Invitations have been extended to the Hamilton and St. Catharines associations and the outing promises to be an even better success than last year. A good program of sports is being prepared and there will be numerous worth-while prizes. The Breithaupt Leather Company have expressed their desire to donate a special prize and C. S. Hyman and Company have already sent a donation for that purpose. A special committee has been appointed to sell the tickets.

Meeting of French Members—Montreal Association

THE French members of the Montreal Boot & Shoe section of the Retail Merchants' Association of Canada held their first meeting on June 27th, when, as arranged, the proceedings were entirely in French. Mr. Leon Trepanier was the principal speaker, but the members also discussed subjects of trade interest. Mr. C. R. Lasalle presided.

Mr. Trepanier's paper traced the history of boots and shoes from the Christian era, and alluded to the shoes worn in early days in Greece, Rome, France and England. The speaker remarked upon the great changes in form, but pointed out that in some respects there were similarities, for instance white shoes were popular during Roman days.

Mr. Trepanier alluded to many famous men who were shoemakers—Robert Sherman in the United States, was a shoemaker; Fox, the founder of the Quakers in England, was also a shoemaker, while John Baptist Rousseau, the great French philosopher, was the son of a shoemaker and carried on the same trade. Gibbart, editor of the London Quarterly Review, started in life as a shoemaker, and Linne, the creator of the science of botany in France, was a shoemaker who had to carry on the trade at the university in order to educate himself. Pope Urbain IV., who lived in the 16th century, and whose seat was at Troyes in France, began his business life in the same line. In France the patron saint of the trade was St. Crispin, whose festival day was October 25th.

The concluding part of the paper was devoted to a plea for unity between the two races so as to secure industrial success—the English with their practical sense and the French with their good humour and the

more sentimental nature. The French-Canadians could take lessons from the English and American races, but he urged the desirability of co-operation for the benefit of the country. Retailers should not be jealous of one another, and should not compete unfairly, but endeavor to obtain the confidence of the public.

It was decided to ask the retail shoe merchants to close at seven o'clock on Tuesday, Wednesday and Thursday during July and August, and several members undertook to get the endorsement of all shoe merchants in their districts.

Considerable discussion took place on the subject of the wholesale terms on which running shoes and rubbers are sold, and the opinion was expressed that the manufacturers and jobbers should give the retailers better terms in view of the general condition of the shoe trade.

The old subject of sales to the public by manufacturers and jobbers was again dealt with, and as the result of an animated discussion, it was agreed that the secretary write the manufacturers and jobbers asking them not to sell direct to the consumer, as the practice was detrimental to the retailer.

Mr. L. M. Corneiller spoke at length on the benefits of co-operative action by members of such associations. It was only by unity between the different sections of the trade that effective work could be done, and the speaker pointed to the grain growers in the west as an example of co-operative effort in securing certain objects.

It was decided to inaugurate a recruiting campaign for new members, Mr. J. T. Lemire suggesting a social gathering as a means of securing members.

Assemblee des Francaise Membres de l'Association

La section Francaise des Marchands de Chaussures de l'Association des Marchands Detaillants du Canada Inc. firent l'inauguration de leur assemblee Francaise Juin 27. Et tel qu'entendu le Francais fut parle exclusivement. Mr. Leon Trepanier fut le principal orateur, et les membres discuterent aussi les question d'interest au commerce. Mr. C. R. Lasalle presidait.

Mr. L. Trepanier fit un retrace de l'histoire de la chaussure depuis l'ere Chretienne, et fit aussi illusion a celles qui furent portees dans l'ancien temps de la Grece, Rome, France & Angleterre.

L'orateur remarqua le grand changement dans la forme, mais fit remarque que dans plusieurs cas il y a des resemblance; pour exemple, la chaussure blanche etait en vogue durant les jours des Rome. Mr. Trepanier fit illusion aux hommes dont l'histoire garde souvenir et qui etaient des cordonnier. Robert Sherman, des Etats Unis, etait un cordonnier; Fox, le fondateur des Quaker en Angleterre, etait aussi un cordonnier; Jean Baptiste Rousseau, le grand philosophe Francais, etait le fils d'un cordonnier et il pratiqua le meme metier; Gibbart, l'editeur du Quarterly Review de Londres, commenca sa carriere comme cordonnier; et Linne, le createur de la science batonique en

France, etait aussi un cordonnier et il pratiqua meme son metier a l'universite en racomant les souliers de ses confreres pour lui permettre de continue son education. Le pape Urbain IV., qui viecut au 16 eme siecle, dont le saint siege etait a Troyes en France, commenca sa vie comme cordonnier. En France le saint patron du metier etait St. Crepin, dont la fete etait le 25 Octobre.

La conclusion de la conference fut devotee a un appel pour l'unite des deux races pour assurer le success du commerce industriel—les Anglais, avec leur sense pratique, et les Francais, avec leur bonne humeur et le cote peu sentimental. Les Canadiens Francais peuvent prendre quelque lecons des Anglais et Americains, et le conferencier fait appel a la necessite de cooperation pour le benefice du pays. Les detailliers ne doivent pas etre jaloux de l'un ou de l'un ou de l'autre et il ne devrait pas y avoir de competition injuste, mais on devrait faire de plus grands efforts pour obtenir la confiance du publique.

Il fut decide de demander aux marchands detailliers en chaussure de fermer leurs magasins a 7 hrs., le Mardi, Mercredi, Jeudi, durant les mois de juillet et Aout, et plusieurs members out entrepris de faire sig-

ner des requetes de tous les marchands de chaussures dans leurs districts respectifs.

Une discussion considerable eut lieu sur la question des termes sur la "claque et le running shoe," et les marchands vinrent a la conclusion que les manufacturiers et intermediaries, (jobbers) devraient donner aux detailleurs de meilleurs termes.

Le vieux sujet de la vente directe au public par les manufacturiers et intermediaries (jobbers) fut de nouveau debattue, et il a ete entendu que le secretaire ecrive aux manufacturiers et intermediaries leur demandant de ne plus vendre directement aux consommateurs car c'est au detriment du marchand detailleur.

Mr. L. M. Cornellier, tresorier de succursale de Montreal des Marchands Detailants du Canada, Inc., exposa devant l'assemblee les benefices que pourrait recevoir les membres de l'association en cooperant, c'est que par l'union plus etroite entre les differentes sections du commerce que du travail effectif peut etre accompli, et l'orateur prit pour exemple les grain growers de l'Ouest, qui est redlement un exemple frappant de co-operation pour obtenir certain but.

Il fut decide d'inaugurer une campagne de recrutement de nouveaux membres, et Mr. J. T. Lemire suggera une reunion sociale ou tous les marchands pourraient se reunir et se divertir.

Important Promotions Among Personnel of Ames-Holden-McCready

THREE changes in the executive staff of Ames-Holden-McCready Limited have been announced following the annual meeting of that company. These changes are in the nature of promotions of men in the present organization whose past experience and connection with the firm has amply qualified them for their new duties.

With a view to increased efficiency and production the directors have given due recognition to the men of its present organization who were chiefly responsible for the company's marked success during the past two years. R. E. Dildine was appointed general manager; J. C. Bayless was made treasurer, and T. H. Lane was elected to the board of directors.

The first two appointments were due to the resignation of Mr. N. R. Feltes, who has served the company for the past two years as a vice president, treasurer and general manager. Mr. Feltes goes to South Bend, Indiana, to become a director and treasurer of the Studebaker Corporation, but he will continue to be a vice president and director of Ames-Holden-McCready. Mr. Dildine, his successor as general manager, has been a director and general sales manager of the company for the past two years. Previous to that time, Mr. Dildine had an extensive experience in the shoe trade in the United States, during the course of which he served for six years as sales and advertising manager for Endicott Johnson & Co., one of the largest and most successful American manufacturers. Following that connection, Mr. Dildine became the editor of the shoe section of the "Dry Goods Economist," the leading American trade paper for the retailers of dry goods, clothing and shoes, published in New York. His experience in that connection for three years brought Mr. Dildine into intimate contact with most of the important factors in the shoe trade in the United States, including both manufacturers and retailers, and gave him an exceptional opportunity to study trade conditions, and the various

policies of production and distribution employed by American manufacturers. As an authority on this subject he was later engaged on the editorial staff of "Printers' Ink," the leading American publication devoted to the problems of selling and advertising, at which time he wrote a series of articles on shoe distribution which attracted wide attention in the trade.

Mr. Lane, who has been made a director in connection with his present position as factory and production manager, has been with the company many years. He is known in the shoe trade as one of the most practical, all-round factory men in the United States or Canada. As a young man he entered the employ of W. O. Cree Shoe Pattern Company of Beverly, Mass., later accepting a more responsible position with the Murray Cone Shoe Company, of the same city, in the capacity of assistant superintendent and pattern designer. From there he went with the Luddy and Currier Corporation, who are one of the largest makers of fine and medium grade shoes. While with this company Mr. Lane acquired experience as a buyer in addition to his previous factory experience. This enabled him later to combine the positions of factory superintendent and purchasing agent in the Luddy Shoe Company, of which firm he became secretary to the board of directors.

J. C. Bayless, the new treasurer of the Ames-Holden-McCready, through close association during the past two years with Mr. Feltes, his predecessor, has become thoroughly conversant with the business in so far as accounting is concerned. Upon leaving college, Mr. Bayless entered the employ of a large bank, where he gained experience in banking methods and financial matters, later leaving the bank to take up the accounting profession. For ten years previous to his connection with Ames-Holden-McCready he filled various positions as chief accountant, office manager and travelling auditor for several large American corporations. Two years ago he was engaged by Ames-Holden-McCready to revise the company's accounting system, and for the past year as assistant-treasurer, has handled all the details in connection with the company's banking and financing.

Deputation on Army Shoes

IN connection with the orders for 340,000 pairs of army boots, just given out at the price of \$5.80 per pair for the British pattern (170,000) and \$5.17½ for the Canadian pattern (same number) a deputation of upper leather and sole leather tanners interviewed the War Trade Board, Ottawa. The firms of upper leather tanners were: Robson Leather Co., Duclos & Payan, A. Davis, King Bros., and Daoust, Lalonde & Co., Ltd.; sole leather, Anglo-Canadian Leather Co., Beardmore & Co., Breithaupt Leather Co., and C. S. Hyman & Co. The deputation represented to the Board that they were unable to fill the orders for such a large amount of leather, having regard to the contracts on their books, but the Board decided that the orders for the army must have priority, and that the tanners must make the leather according to the capacity of their tanneries. The upper leather will require 68,000 sides. The Board also undertook to see that the necessary tanning material is procurable, embargoes to be lifted for that purpose.

The question of the price of the leather was left over for future adjustment, on account of the tanners being in different positions as far as supplies are concerned.

The War Purchasing Board offered contracts to the following firms, some of whom, however, are understood to be unwilling to accept them, and a readjustment may be necessary.

Canadian Ankle Boot—Ames Holden McCready, Ltd., Montreal, 30,000 pairs; Dufresne & Locke, Ltd., Montreal, 50,000; Plessisville Leather & Shoe Co., Plessisville, P.Q., 15,000; Tebbutt Shoe & Leather Co. Three Rivers, 15,000; Williams Shoe Co., Brampton, Ont., 10,000; Regal Shoe Co., Ltd., Toronto, 10,000; J. McPherson Co., Ltd., Hamilton, 10,000; Corbeil, Ltd., Montreal, 10,000.

British trench boot—Ames Holden McCready Ltd., Montreal, 60,000 pairs; J. A. and M. Cote, St. Hyacinthe, P.Q., 40,000; Brandon Shoe Co., Brantford, Ont.; Lagace & Lepinay, Quebec, 15,000; Amherst Boot & Shoe Co., Amherst, N.S., 15,000; C. B. Dayfoot & Co., Georgetown, Ont., 3,500; King Shoe Co., Ltd., Toronto, 1,200; J. McPherson Co., Ltd., Hamilton, 4,500.

Leading Canadian Shoe Manufacturers Meet at Montreal

A MEETING of representatives of the Canadian Boot and Shoe Industry was held in the offices of the Canadian Manufacturers' Association, Montreal, on Friday, July 5th. There were present: Messrs. John Clark, Clark Bros., St. Stephen, N.B.; John A. Reid, Hartt Boot & Shoe Co., Fredericton, N.B.; H. V. Gale, Gale Brothers, Quebec, Que.; J. E. Warrington, the John Ritchie Co., Ltd., Quebec; C. E. Lepinay, Lagace & Lepinay, Quebec; A. Brandon, Brandon Shoe Co., Ltd., Brantford, Ont.; G. A. Blachford, Blachford Shoe Mfg. Co., Toronto; J. R. Walker, Walker, Parker Co., Ltd., Toronto; N. B. Detwiler, Hydro City Shoe Mfrs., Ltd., Kitchener, Ont.; F. S. Scott, M.P., Getty & Scott, Ltd., Galt, Ont.; Geo. A. Slater, Geo. A. Slater, Limited, Montreal; W. F. Martin, Kingsbury Footwear Co., Montreal; N. Macfarlane, Macfarlane Shoe Co., Montreal; Jos. Daoust, Daoust, Lalonde & Co., Montreal; T. H. Lane, Ames-Holden-McCready, Ltd., Montreal; Albert Tetrault, Tetrault Shoe Mfg. Co., Montreal; H. E. Moles, J. & T. Bell, Ltd., Montreal; Ralph Locke, Dufresne & Locke, Montreal; R. E. Dildine, Ames-Holden-McCready, Ltd., Montreal; W. Smardon, Smardon Shoe Company, Montreal. Mr. F. S. Scott, M.P., of Messrs. Getty & Scott, Galt, Ont., was elected chairman by acclamation.

A wide range of subjects of interest to the trade were fully discussed. The keynote of the meeting was reflected in the statement of the chairman to the effect that shoe manufacturers in Canada were prepared to assume their obligations and do all in their power to meet the country's need under war conditions. This spirit was renewed in the attitude which the meeting took toward a possible embargo on the importation of boots and shoes from the United States. The meeting expressed itself as opposed to any such embargo being placed unless, for war purposes, it was found to be absolutely necessary by the Dominion Government.

In order that the boot and shoe industry might be better prepared to do its full share toward winning the war, it was decided to create a Shoe Manufacturers' Council, consisting of the following:—

Quebec City—H. V. Gale, Gale Bros.; J. E. War-

ington, the John Ritchie Co., Ltd.; C. E. Lepinay, Legace & Lepinay.

Ontario—A. Brandon, the Brandon Shoe Co., Brantford, Ont.; G. A. Blachford, Blachford Shoe Mfg. Co., Toronto; J. R. Walker, Walker, Parker Co., Toronto; N. B. Detwiler, Hydro City Shoe Mfrs., Kitchener; H. C. Dayfoot, C. B. Dayfoot & Co., Georgetown; F. S. Scott, Getty & Scott, Ltd., Galt.

Montreal—W. Smardon, the Smardon Shoe Co.; W. F. Martin, Kingsbury Footwear Co., Ltd.; J. I. Chouinard, Regina Shoe Co., Ltd.; N. Macfarlane, the Macfarlane Shoe Co.; Jos. Daoust, Daoust, Lalonde & Co.; T. H. Lane, Ames-Holden-McCready, Ltd.; Albert Tetrault, Tetrault Shoe Mfg. Co.; H. E. Moles, J. & T. Bell, Limited; Ralph Locke, Dufresne & Locke, Ltd.; Geo. A. Slater, Geo. A. Slater Limited; R. E. Dildine, Ames-Holden-McCready.

Maritime Provinces—John Clark, Clark Bros., St. Stephen, N.B.; John A. Reid, Hartt Boot & Shoe Co., Fredericton, N.B.

For the purpose of making representations to the Dominion Government with reference to matters which are of common interest to the trade and the public at large, a special committee of this Council was chosen consisting of Messrs. F. S. Scott, Geo. A. Slater, Geo. A. Blachford, R. E. Dildine and C. E. Lepinay.

The question of a National Association of Boot and Shoe Manufacturers for Canada also received the attention of the meeting.

It was decided to hold a convention of all boot and shoe manufacturers in Canada some time before the end of the year. This will probably be held the first week in December, in Montreal. A special committee consisting of the chairman of the local associations was constituted to carry out this plan.

Expression was given in the meeting to the necessity for some action in providing technical schools where training could be given in the manufacture of boots and shoes. The government was commended for the action they were already taking in this direction in connection with returned soldiers, and it was decided to get into closer touch with the government committee charged with this work.

Increasing Output on Women's McKays

ABOUT 18 months ago the Eureka Shoe Co., Ltd., removed from Montreal to Three Rivers, P. Q., and rented a flat in the Municipal building constructed for manufacturing purposes by the city. Since the removal the business has materially increased, according to a statement made to a representative of Footwear in Canada by Mr. Frank W. Slater, the sales manager. It is no secret that shoe manufacturers outside of the large shoe centres meet with certain difficulties in the way of skilled labor, delays in securing materials, etc., but, on the other hand, there are advantages in lower wages and better surroundings. The Eureka Shoe Company has been fortunate in overcoming the disadvantages, and the output has steadily increased. The company make women's McKays, and will now confine itself to about 12 staple lines in blacks and tans, high cuts and oxfords. Some come in kid and others in patent, with leather and fibre soles. The factory is equipped with the newest machinery, and has the advantage of being lighted on four sides. The Montreal office is at Tooke's Building, St. Catherine Street West, Montreal. Mr. F. X. Chatell is the president and Mr. G. W. Beaufoy, secretary-treasurer.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

On Friday, June 21, the leather jobbers of Toronto were entertained at Acton by Beardmore and Company. Among those present were Bert Tilley of Charles Tilley & Sons, Messrs. P. B. and Al. Wallace, W. Pollard of Philip Jacobi, Harry King, W. White of C. Parsons & Son, Ltd., and Geo. Knight; also Messrs. Gourlie, Hall and Martin from the Toronto sales department.

The plant of the Independent Rubber Company at Meriton, Ont., gives steady employment to 400 people. Eighty factory foreman are employed and an office staff of ten. Water power is used which is taken from the old Welland Canal. R. F. Foote is the local manager; W. A. Hunter, secretary, and Edward Doig, purchasing agent.

E. R. Gavin of Port Arthur in a recent advertisement devoted some space to children's needs and called it the "Kiddies' Kolumn."

P. M. Goff has been appointed trade supervisor for Tourigny and Marois, Quebec, Que.

Frank H. Cable, who had a store at 636 Queen street West, Toronto, has opened up on St. Clair Avenue, Toronto.

The Thompson Shoe Company, Montreal, have been appointed Canadian selling agents for the Wakefield Slipper Company of New Hampshire.

David M. Russell, formerly with Dack & Son, Toronto, has purchased the shoe business of C. Bayford & Son, 1451 Gerrard Street, East, Toronto.

The Neill Shoe Company of Peterborough, recently took out a permit for a \$35,000 new red brick building to replace the one recently destroyed by fire. The new premises are to be ready by September.

E. J. Getty, one of the founders of Getty & Scott, Limited, is now in charge of production for the Woelfle Shoe Company of Kitchener, succeeding Mr. Giroux, who has retired on account of his wife's illness and business interests in Montreal.

The Industrial Co-operative Society, Limited, just formed in Sydney, N.S., includes a shoe department. Mr. A. B. Colborne is the general manager, and Mr. G. A. Baker, the manager of the shoe department. Both were formerly connected with the Dominion Coal Company's store at New Waterford. The Sydney store of the Society will carry full lines of shoes and general merchandise, and Messrs. Colborne and Baker were recently in Montreal placing their initial orders. The Society guarantees a dividend of 5 per cent. and a dividend on the amount of purchases.

J. Weizel, one of the leading shoe merchants of St. John N.B., was in Montreal, recently, on a buying trip.

John T. Tebbutt, president of the Tebbutt Shoe & Leather Co., Ltd., Three Rivers, was among the delegates at the annual meeting of the Canadian Manufacturers' Association, held in Montreal.

A sale has just been held by the Quebec Shoe Store, 639 Main Street, Winnipeg. The event was advertised as a means of raising money to pay off the retiring partner, Mr. Jas. O'Donahoe. Mr. M. Liss is the remaining partner.

At a meeting held by the Canadian Credit Men's Trust Association in Montreal, recently, the new Dominion bank-

ruptcy act came in for considerable discussion. The great advantage of this act, which comes up for a third reading at the re-opening of Parliament, is to make uniform the insolvency law throughout the country and the creation of insolvency courts, with special judges in each province to hear cases under the act.

The assets of the Rex Shoe Company, Montreal, have been sold.

The following have been appointed governors of the Canadian Men's Credit Association, Ltd.: Messrs. F. A. Todd, Canadian Consolidated Rubber Co.; A. A. Bradley, J. and T. Bell, Ltd.; and D. S. Benvie, James Robinson. All these firms have their offices in Montreal.

W. Burnill, repairer and retailer, Queen and Church Streets, Toronto, is taking a few weeks' vacation at Jackson's Point, where he anticipates rolling the bowls and other athletic endeavors will do much for his health which has not been any too good lately.

Gordon Robertson, shoe repairer, 68 Harbord St., Toronto, has been called to the colors and will wear his "civvies" for the last time on July 31. He has been five years in business at this stand and was formerly with his brother, "Charlie" Robertson on Queen West.

The Moyer Shoe Company, 266 Portage Avenue, Winnipeg, recently closed a well-advertised fire sale. Carpenters and decorators took possession after the close of the sale on June 17.

In a disastrous fire at Pembroke, Ont., on June 19, the boot and shoe store of Grieve Brothers was considerably damaged.

F. S. Evanson, shoe retailer, Prescott, Ont., has been appointed secretary-treasurer of the Oddfellows' Relief Association of Canada, in succession to the late Robert Meek. Mr. Evanson was for several years Mayor of Prescott and one of the most active Oddfellows in the province. He has assumed his new duties at Kingston, Ont.

Sam Vance, shoe retailer of Tillsonburg, recently won the individual championship of Canada at the Game Protective Trap-shooting contest at Hamilton, with 96 out of a possible 100. This is the third time he has won the honor.

Mr. Fred R. Foley, the well-known Bowmanville shoe retailer, has been appointed Military Secretary of the Y. M. C. A. at Valcartier Camp during the summer months, and is now engaged in his new duties. During his absence the business will be looked after by Mrs. Foley and Mr. John Hellyar.

The Fourth Annual Convention of the Manitoba Retail Merchants' Association was held on June 18-19.

A. D. Bowlby of Windsor, Ont., who handles boots and shoes and clothing, has advertised that he is retiring from business.

The collection of shoes by the Friends of France Society, Toronto, resulted in securing over 5,000 wearable pairs. The value is placed at \$2.00 a pair, which would make the entire lot worth at least \$10,000. The shoes are being sent to France as rapidly as possible.

Herbert L. Clarke, conductor of the Anglo-Canadian Leather Company's Band, Orillia, Ont., was Sousa's lead-

ing player for 20 years, and is recognized as one of the world's best cornet artists.

W. H. Ludlow, of the firm of Ludlow Brothers, Brantford, has purchased the boot and shoe stock of Filbur Jefferies, Beamsville, Ont.

Zink's shoe store, Brandon, Man., have been advertising footwear at greatly reduced prices in their closing-out-business sale.

The slogan of Wm. Dick, Limited, 33 Hastings East, Vancouver, is "Your Money's Worth or Your Money Back."

Knechtel & Company, Woodstock, Ont., have been conducting an "Aeroplane Sale" using the cut of an aeroplane making a nose dive. Souvenirs were presented with every sale.

Vancouver recently had another Dollar Day, the various merchants co-operating.

Mr. A. G. Mooney, of the A. G. Mooney Co., Montreal, recently motored to Three Rivers and Quebec on a business trip.

John Donaldson, shoemaker, Kinburn, Ont., has sold out.

Frank Colosimo, shoe dealer and repairer, Port Arthur, Ont., will shortly don the khaki. Arrangements have been made to carry on his business.

C. A. Blanchard, 405 St. Catherine East, Montreal, died suddenly on June 22nd, aged 66. Mr. Blanchard was one of the oldest shoe retailers in the city, and for 32 years was established in one location.

Among recent visitors to Montreal were Messrs. J. A. McLaren, of McLaren & Dallas, Toronto; S. C. Cronk, S. C. Cronk & Co., Toronto; and R. Dowling, Dowling Shoe Co., Brandon, Man.

Montreal shoe firms were liberal subscribers to the special fund raised for the Notre Dame Hospital, M. Oscar Dufresne, of Dufresne & Locke, who was a member of the Manufacturers' Committee, contributing \$10,000.

Mr. John H. McRobbie, accompanied by Mrs. McRobbie, proprietor of the Walk-Over store in Vancouver.

Employees of the Perth Shoe Company, Perth, Ont., contributed \$486 to the Perth War Chest Fund.

Several shoe retailers in Montreal took a leading part in the campaign of the Canadian Navy League to obtain 25,000 members in the Province of Quebec. Mr. Geo. G.

Gales was chairman of the retailers committee, and among the members were Messrs. Louis Adelstein, J. O. Gareau, C. R. Lasalle, and S. E. Wygant.

R. L. Savage, the Ontario & Quebec representative of Clark Bros., Ltd., St. Stephen, N.B., has taken up his residence in Montreal. Mr. Savage formerly resided in Montreal before removing to Toronto.

Mr. J. H. Moore, of Toronto, representing the Perth Shoe Company, spent a few days in Perth, recently.

Allen Simpson, who met with a serious motor accident in Toronto a few days ago, was formerly in the boot and shoe business with his father on Parliament Street, Toronto.

D. H. Presho, of George E. Boulter & Company, spent his holidays visiting the shoe trade in Montreal, Quebec, and vicinity.

D. Reuben, of Orillia, spent the week of June 24th visiting the jobbers and manufacturers of Toronto.

George E. Boulter, the Toronto jobber, will be a visitor at the Style Show in Boston.

John Cassils, who died in Montreal on July 2nd, aged 77, was identified with many of Canada's foremost industries. Although in the iron and steel business when he came to this country from Scotland, he became associated in Montreal with the shoe trade. He was a partner in the firm of Cochrane, Cassils & Co., boot and shoe manufacturers, of which the late Mr. John Cassils, his brother, was also a partner. Mr. John Cassils remained with the firm for 20 years and then returned to the iron and steel business.

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1 75 h.p. Wheelock Engine.

A quantity of Shoe Machinery, Shafting Hangers, Wood Pulleys, etc.

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First class references furnished.

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YEARS BEEN
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When a White Shoe comes into
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The WHITE CLEANER
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"'Blanco' keeps White Shoes White"

It satisfies your customers because it does
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Clean and Handy.

You don't have to stock "Blanco,"
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The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

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Send to us for a sample reel or two just to see for yourself the good results it gives. You will have it by return.

Large stock ready. Prompt delivery assured.

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Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W.
TORONTO

HIGHEST GRADE ONLY



Economies are not practiced in buying cheaper articles, but rather in buying trade-marked merchandise which contains the quality that warrants the price

Edwin Clapp
& Son Inc.
 ESTABLISHED 1853
 EAST WEYMOUTH, MASS.

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada

ALPHABETICAL LIST OF ADVERTISERS

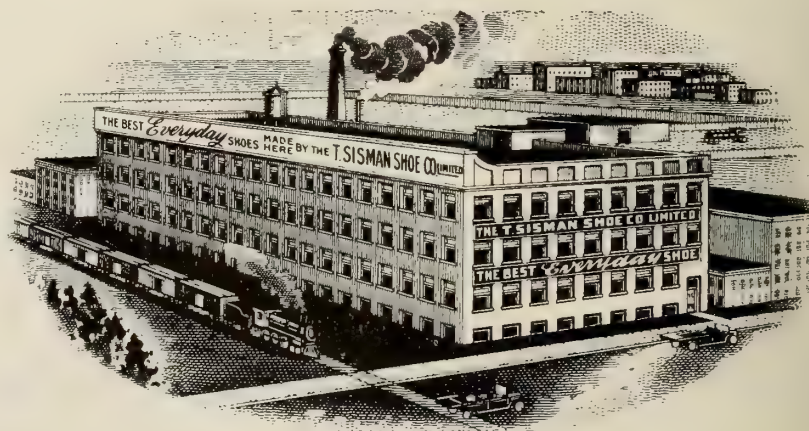
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For every member of the family

For work and play, we make a high-grade—long wearing—line of shoes that will give great value. Mechanics, farmers, workmen, school children—wherever real wear is essential you'll find "The Best Everyday Shoes" fill all requirements.

*Ask your jobber,
or write direct*

**THE BEST
EVERYDAY
SHOES**

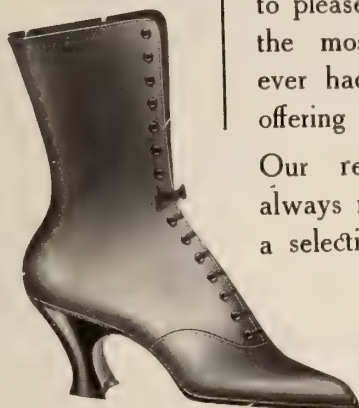


The T. Sisman Shoe Co.
LIMITED
AURORA - ONTARIO

"WOMEN'S
McKAYS"

"MEN'S WELTS
and McKAYS"

"BOYS' RE-
CEDING TOES"



"HOME" AGAIN

LEADS THE FASHIONS
FOR 1918

These samples are certain to please you. They are the most up-to-date we ever had the pleasure of offering you.

Our representatives are always ready to call with a selection.

*Send a card
today!*

Home Shoe Company, Ltd.
327 Amherst Street, - MONTREAL

BRODIE'S

Patent Flour Paste

We are supplying Brodie's Patent Flour Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

Write for sample and price.

Brodie & Harvie
Limited
14 Bleury St. MONTREAL

La Duchesse

Ladies Prefer



this shoe because of its stylish substantial appearance. The shorter tops and Cuban heels are THE Mode at present.

Jobbers include La Duchesse in your orders for this fall.

Good business certain to result.

Write or call.

La Duchesse Shoe Co.
Registered
MONTREAL

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1888
THE COMMERCIAL
THE ONLY WEEKLY FINANCIAL, COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

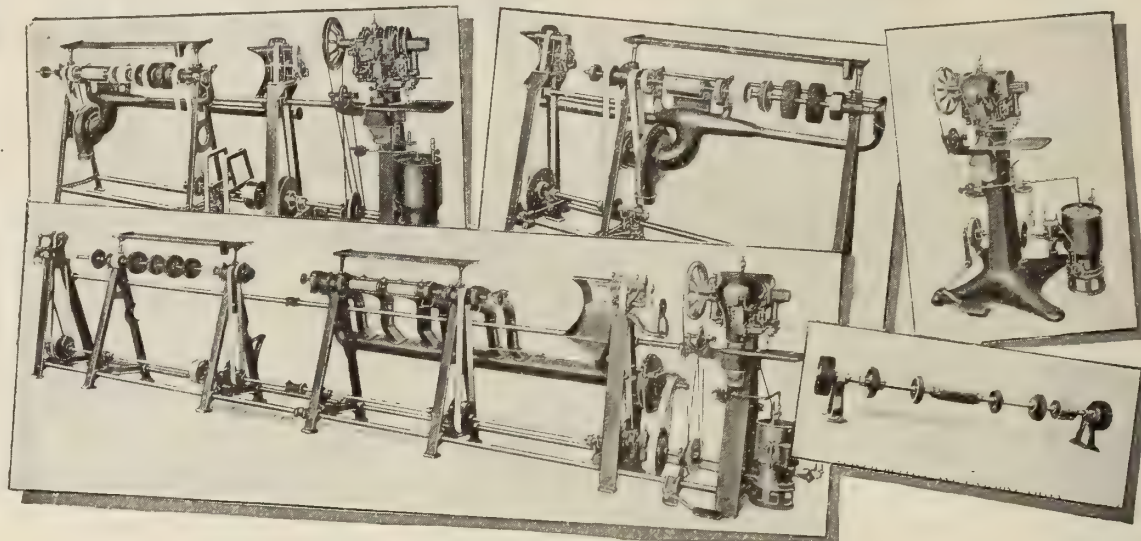
Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.



Whatever Your Shoe Repairing Requirements May Be **WE HAVE THE MACHINE**

The illustrations above show but a few of the big range of machines which we supply for shoe repairing.

They are all illustrated and described in a very handsome catalogue which we are glad to mail free to anybody who writes for it.

They cover every requirement, from a simple cleaning shaft up to the most elaborate and complete outfit.

We help our customers make a success of their business. Our machines always carry with them a service that is considered by many of our customers among their most valuable assets.

We have customers everywhere, and we are not ashamed to have you ask any of them about us or our machines.

WRITE US TO-DAY FOR A CATALOG

United Shoe Machinery Company of Canada, Limited
MONTREAL, QUE.

TORONTO
90 Adelaide Street West

KITCHENER
179 King Street West

QUEBEC
28 Demers Street

100 Years of Good Shoemaking

"MARY JANE" PUMPS

You Still Need Them—

We Still Have Them

IN STOCK

URNS ONLY
EITHER STYLE

\$2.35

BOSTON OFFICE—110 Summer St.

L.B. EVANS' SON CO. WAKEFIELD, MASS.



No. 33
PATENT "MARY JANE"
Sizes 2½-7, B-C-D



No. 32
PATENT "ANKLE STRAP"
Sizes 2½-7, B-C-D.

Jobbers Only

E.E.

Ease & Eastern Shoes For Misses, Children and Infants

They sell quickly and give all round satisfaction. They secure business and the best class of business.

Every Jobber should see the new samples. We deal only with Jobbers.

Write, phone or visit—

The Eastern Shoe Manufacturing Company

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

We Can Save Money for You on Your
Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.

TORONTO

of Canada, Limited

ONTARIO

EASY
CLEANING
FLUID

"Easy Cleaning Fluid"
the ONE Cleaner

that attracts trade to your store
because adapted to Dry Cleaning

Fancy SHOES. It also cleans perfectly Wearing Apparel, Silks, Satins, Velvets, Gloves, etc. Try it and be convinced.

CANADIAN SHOE FINDINGS
NOVELTY COMPANY

Toronto, Canada

THE
BLEECKER
COMPANY
HEMPSTEAD
N. Y., U. S. A.
MAKERS

TORONTO HEEL CO.

Manufacturers of

All styles of Heels in Leather
and Composition

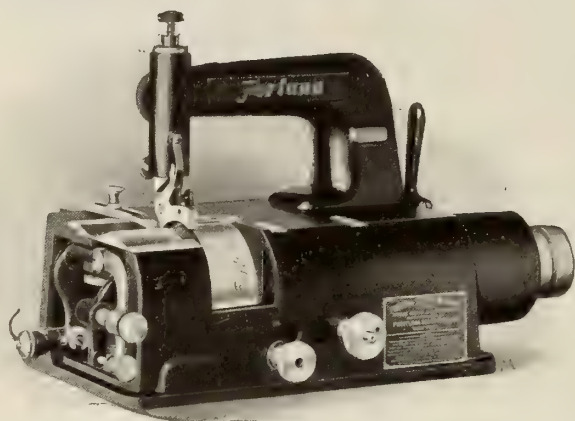
We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company

13 Jarvis St., Toronto

Fortuna Skiving Machine



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

127 Duane Street - NEW YORK

Perfect—

As to fit
As to durability
As to appearance
As to price
As to our service



**Our Waterproof Counter is the best on the
continent.**

Our "PERFECT" Counters No. 1 are made with
the highest grade of fibre. We GUARANTEE them
to outwear the life of any shoe.

We want your trade, give us a trial order and be
convinced of the superiority of our product.

Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.

Maisonnette, Montreal

JOBBER! Don't miss this line of Fine Footwear

**WOMEN'S LEATHER SHOES, MISSES',
CHILDREN'S and INFANTS' FOOTWEAR**

*All the
Popular
Styles*

Drop us a line

We offer you a line of superb footwear—
made with that solidarity which will build
for you good will and bigger business.

We use the best quality of materials, and
offer Jobbers every facility to choose lines
suitable for their trade.

We should be glad to show you samples and
make you quotations. There is a splendid
margin of profit.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager



Here
We
Are Again!



JOBBER'S

The Perfect Shoe Company awaits your orders for Misses', Children's and Infants' McKays.

You cannot do better, so write immediately and get our particulars and prices.

We have made a special study of shoes for youngsters. Our McKays are made by experts in a big modern factory. Every pair guaranteed.

Perfect Shoe Co.
LIMITED

864 Laurier Ave. E.

MONTREAL

Jobbers Should Note! New Castle

Quality



Kid

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly.
Samples supplied.

WRITE DIRECT

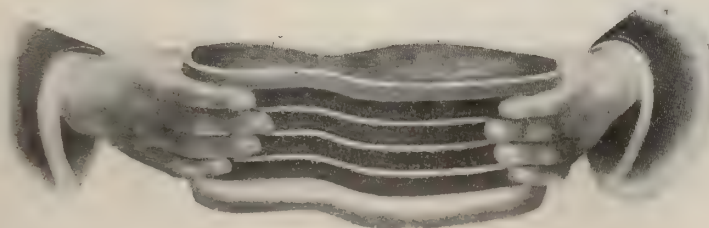
New Castle Leather Co.
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal

Factory:—Wilmington, Del., U. S. A.

JAS. CLELAND, REGD., 16 St. George St., Montreal

CORRECT CUTTING



Patent steel dies which make possible the cutting of leather in large quantities at a fast speed and exactly accurate always. No chance of accident by slipping or jamming.

Write for particulars

Made by the largest Die Manufacturers in Canada.

The Patented Slippers

Daniel Green

Reg. U. S. Pat. Off.

Comfy

Felt Slippers

Made on a Patented Process

THE NAME "COMFY"
is registered in the United States Patent Office and other countries, hence no other felt slippers are "COMFY."



1918 Line Now Ready

Comfy Felt Slippers for men, women and children

Distinctive boudoir slippers in leather and felt.

Also felt shoes in many models.
Send for catalog.

Daniel Green Felt Shoe Co.

132 East 13th Street, NEW YORK



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada,
All Foreign Countries

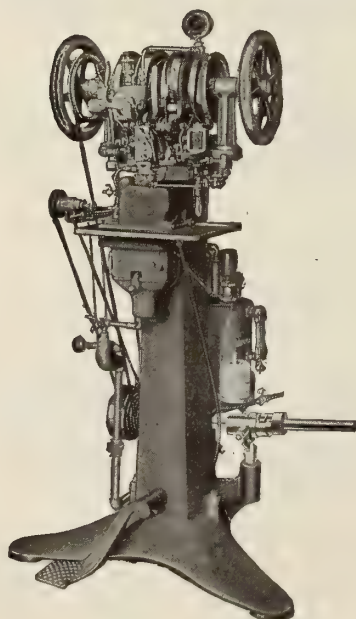
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

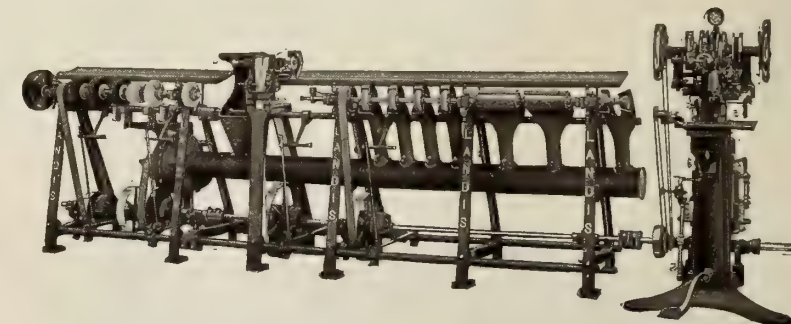
Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers



Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



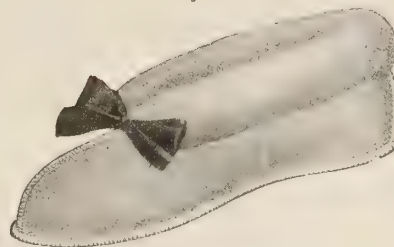
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz.; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

The Pillow Welt Shoe



MISSES, GROWING GIRLS, CHILDREN and INFANTS

A shoe with a big selling point: the cushion welt is the genuine Good-year. It is not a fad but a feature of shoe service and insures a better fitting, a superior looking and a far more comfortable shoe, because the cushion is built right into it as an integral part.

Show and explain this better shoe to your customers. You will make ready and satisfactory sales.

To enable retailers to supply a frequent need, we also make a cushion sole in turns for large and heavy ankles, in double and treble E lasts.

We have an extensive range of Misses', Growing Girls', Child's and Infants' Footwear, with or without cushion.

Send us a postal for further information

**GLOBE SHOE
LIMITED**

Sales Office: 11 St. James St., MONTREAL
G. D. DESAUTELS

Factory: Terrebonne, Que.

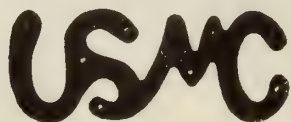
We have an extensive range of Misses', Growing Girls', Child's and Infants' Footwear, with or without cushion.



The Highest Grade Machinery

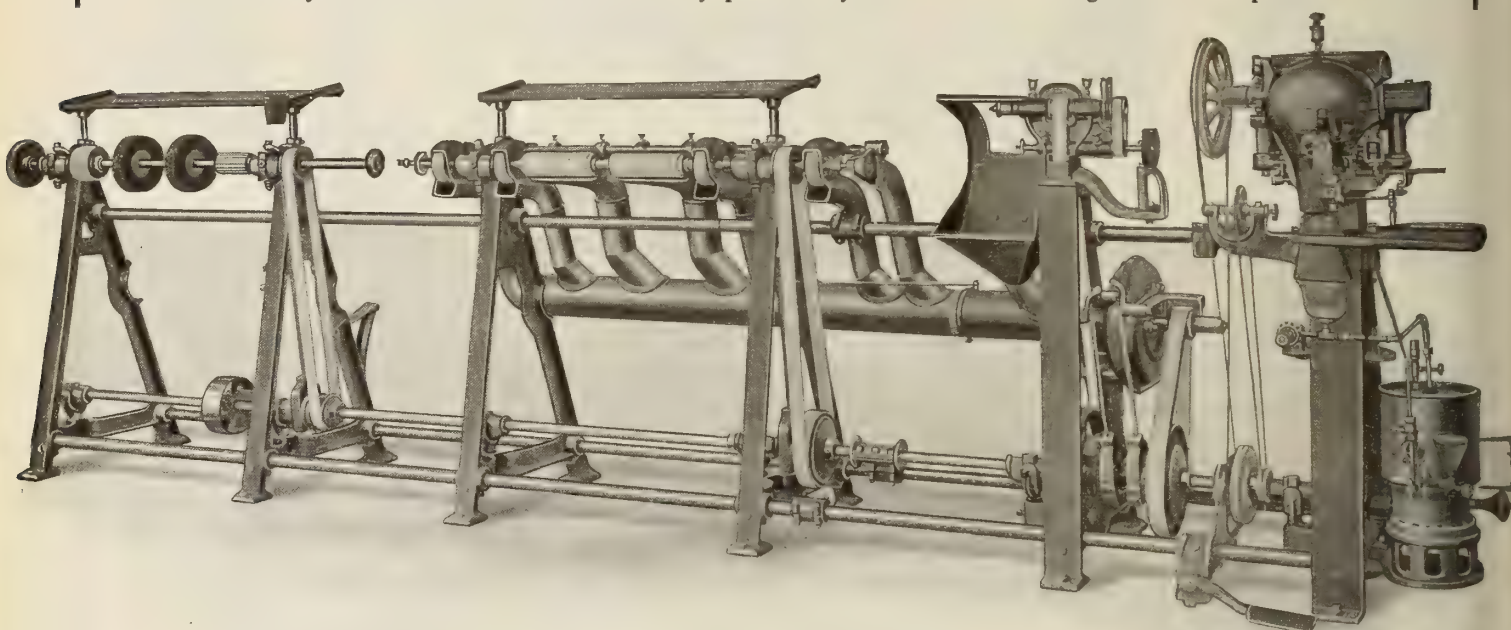
Plus

Highly Specialized Expert Service



Manufacturers of the BEST Machinery for Shoe Manufacturers and
SHOE REPAIRERS

Every Machine Standardized—Every part always in stock—No long waits for repairs.



18 ft. Goodyear Shoe Repair Outfit—Model N

The most popular Shoe Repair Outfit on the American Continent.

LIST OF FITTINGS:—

- | | |
|---|--|
| 2 Split Bottom Buffing Rolls. | 2 Corrugated Rubber Finishing Wheels for Heels and Shanks. |
| 4 Heel Scouring Wheels. | 1 Corrugated Rubber Bottom Finishing Roll. |
| 1 Heel Breast Scouring Wheel Extension with "Nashua" Rotary Edge Setting Irons for Forepart and Shanks. | 2 Mane Hair Shank Brushes. |
| | 1 Climax Seersucker Brush. |
| | 1 Stitch Cleaning Brush. |
| | 1 Extension with Bead and Wheel. |

Double Buffing and Scouring Section. A Dust System that removes **all** the dust. Outfit assembled with Stitcher on end, as illustrated, or reversed to odder. Friction pulleys operate each or any section of the machine independently.

HEAVY WEIGHT

NO VIBRATION

WRITE US FOR PARTICULARS

United Shoe Machinery Company of Canada, Limited

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

28 Demers St., QUEBEC.

179 King St. W., KITCHENER

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

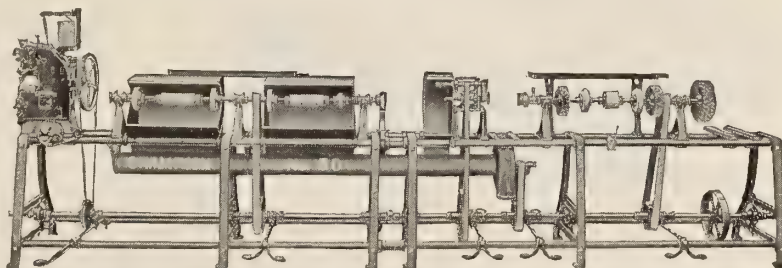
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

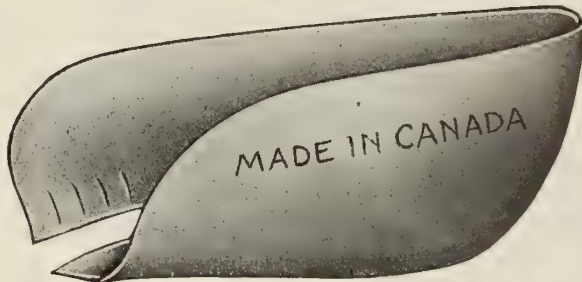
Name Street
City State

Nufashond
TRADE MARK REG.
Fabric Tip
Shoe Laces
The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.
THE NARROW FABRIC CO., Reading, Pa.

FRED W. MEARS HEEL CO.
DESIGNERS AND MAKERS OF
WOOD HEELS
TELEPHONE 1431
HAVERHILL, MASSACHUSETTS
Canadian Agents:
A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

Buy D & P Counters You Run No Risk

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 21 Scott St.
Toronto
Ontario Selling Agent

DUCLOS & PAYAN

Richard Freres, Quebec
Selling Agents for
Quebec City

Tannery and Factory: ST. HYACINTHE, P. Q.

Sales Offices and Warehouses: 224 Lemoine Street MONTREAL

ST. HYACINTHE SOFT SOLE SHOE
COMPANY LIMITED
63 LAFRANCOISE ST. ST. HYACINTHE QUE.
Our Standard Screw Shoes
WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer and are durable.
The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct
St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited

SHOE-STAMP-SPECIALIST
W.D. ARMSTRONG
ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST MONTREAL PHONE 675 QUE.
MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
WHICH WILL INCREASE YOUR SALES.
ORIGINAL DESIGNS SUBMITTED



A Helping Hand to Retailers

The retailer who handles the Union-Made shoe opens his doors to the trade of every man in the community.

Union Stamp shoes alone appeal to all the buying public

Furthermore, the retailer is assisted by our national campaign of advertising to practically all the union workers in all trades in this country.

Cash in this season on Union Stamp shoes and prepare yourself today for visiting salesmen by sending for our complete list of manufacturers of Union Stamp footwear.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

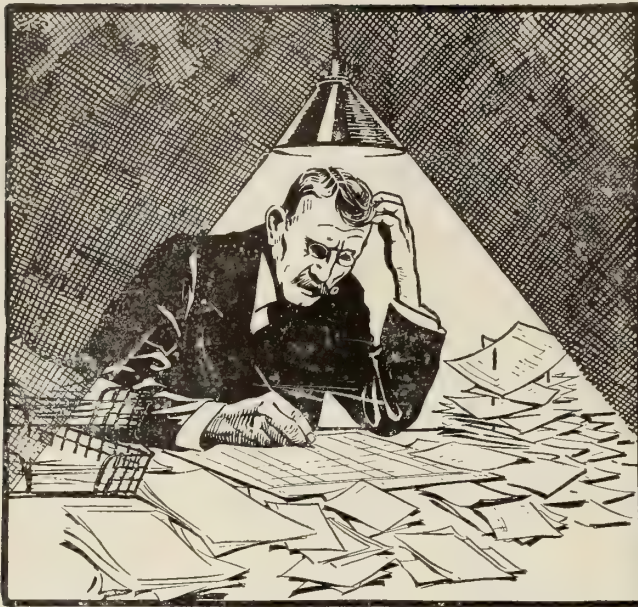
246 Summer Street

Boston, Mass.

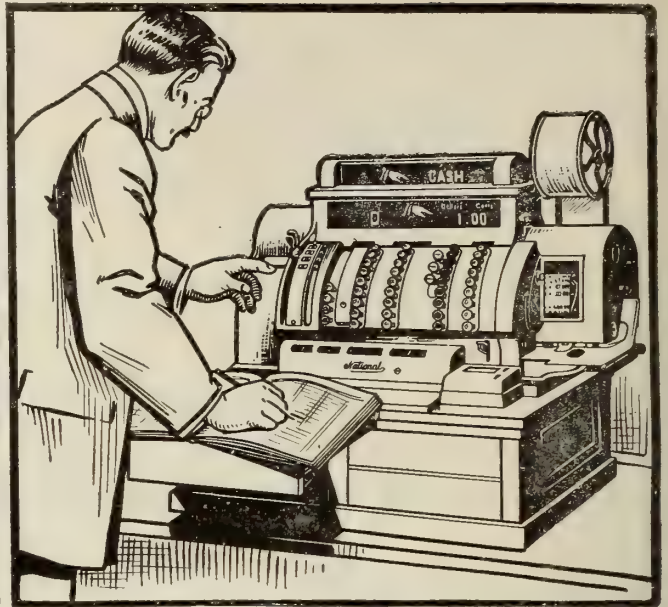
JOHN F. TOBIN : : General President

CHARLES L. BAINE : : Gen'l Sec'y-Treas.





The old way



The new way

A man should not do the work a machine will do for him

A merchant, with all his troubles, should never do the work that a machine does better and quicker.

Our newest model National Cash Register makes the records which a merchant needs to control his business. It does fifteen necessary things in three seconds.

Without the register a man cannot do these things in half an hour.

With the register, even a new clerk

can do them just by pressing the keys.

Our new electric machines are as much better than old machines as an up-to-date harvester is ahead of a sickle for cutting grain.

The latest model National Cash Register is a great help to merchants and clerks.

It pays for itself out of what it saves.

Merchants need National Cash Registers now more than ever before

Fill out this
coupon and mail
to-day

Dept. C 10, The National Cash Register Company of Canada, Limited
Toronto, Ont.

Please give full particulars about the up-to-date N. C. R. System
for my kind of business.

Name _____

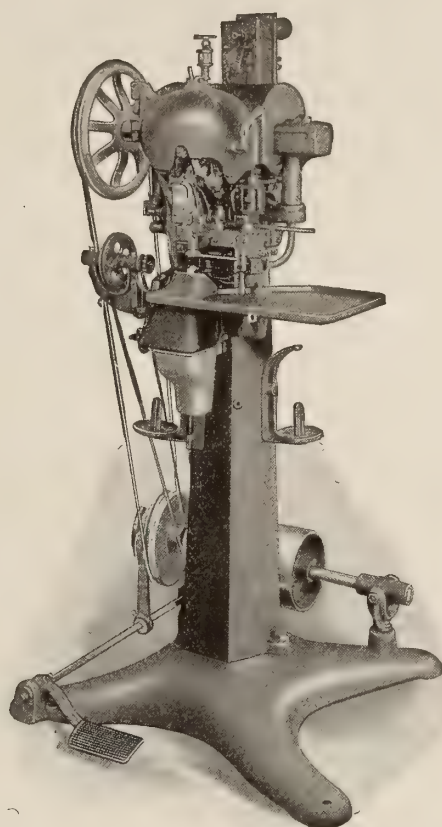
Business _____

Address _____

The Last Word in Heating

for

Goodyear Rapid Outsole Lockstitch Machine



**Goodyear Rapid Outsole Lockstitch Machine
Model C, Electric Heat**

The machine is of the same type as regular model except that it is equipped with an electrical heating device instead of a steam generator.

The current for heating can be turned on or off as required, and is a very clean and easily operated method of heating the Stitcher.

Electric heat is in some cases more expensive than gas or kerosene steam generator, and is, therefore, recommended only where electrical current is very cheap, or where expense is not an important factor.

However, in some places the electric companies make special contracts for current at a very much reduced price, where it is used for heating purposes, and in such cases the cost of electric heat is about the same as gas heat.

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide St. W., Toronto

179 King St. W., Kitchener

28 Demers St., Quebec

"Always Shining"

CLARKE'S



STYLISH
and **SUITABLE**

The majority of ladies to-day are wearing patent footwear because it is so much more economical than ordinary leather and much more "classy." Sparkles with good value. Buy it to-day.

CLARKE'S
PATENT
LEATHER

All information free.

A. R. Clarke & Co.
Limited

Toronto
Montreal
Quebec



Footwear

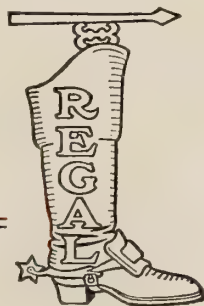
In Canada

REGAL and MAN POWER

REGAL saves man power. The name does it and the shoes do it. REGAL helps to do away with useless effort and wasted energy in these days of stress. We must deal in known merchandise and avoid miscalculation, unnecessary selling effort and lost motion. REGAL is a known name. REGAL shoes are known shoes.

Standardized styles, produced by skilled workmen, and kept in Stock for quick delivery mean time and money to the REGAL dealer and man power to the nation.

REGAL



SHOES

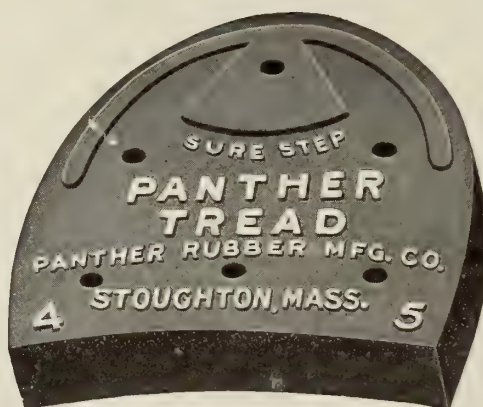
Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO

PANTHER SOLES

A guarded secret combination of fibre and rubber makes Panther Soles. They are wear-resisting, give the light elastic footstep and outlast other soling. Panther Soles take a long stride towards bigger and better business.

**Tested
Fibre**



Panther Sure Step Rubber Heels

are famous for all-round wear satisfaction, as is testified by the rapid and wide extension of their sales.

When it comes to soling and heeling make sure the Panther mark is there. It guarantees a safe foundation to the shoe.

**PANTHER
RUBBER CO. LIMITED**

Sherbrooke, Que.



It's a Question of Time

Eventually fibre soles will replace leather on a large percentage of shoes you sell. Time is teaching your customers that it is economy to buy shoes that are soled with

"Rinex"

They are learning its superior qualities—its long wear, its resiliency, its waterproofness and, above all, that it saves money on the family shoe bill.

These purchasers of footwear will insist on the longest wear and the best sole for the money and, RINEX is that sole.

Take advantage of this in your business. Stock "RINEX-ED" shoes and meet the demand that means larger shoe profits.

Ask your shoe manufacturer to put RINEX Soles on the shoes you order.

"RINEX" Soles are made and guaranteed by Canada's largest manufacturers of rubber goods.

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Service Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Brantford, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

**Send on
Your Order**



For a Good Supply
of our

FIBRE Union Leatherboard and Leather COUNTERS

Leading the market for fifty years—the Fibre Counters made by DUCLOS & PAYAN—stand the severest test. They are produced by the thousand in the largest counter factory in Canada.

We guarantee our Fibre Counters to fit accurately and to outwear the shoe. Counters for rubber footwear and for felt shoes at special prices.

WRITE OUR REPRESENTATIVES:

For Ontario—E. R. Lewis, 45 Front St. East, TORONTO

For Quebec City—Richard Frere, St. Valier St., QUEBEC

Duclos & Payan

Established 1873

Tannery and Factory
ST. HYACINTHE

Sales Office and Warehouse
MONTREAL



“Outwear the Shoe”

BENNETT

TRADE MARK

In our testing laboratory BENNETT counters are subjected to tests that break down ordinary fibre counters.

By testing other kinds, (we have tested nearly every kind made), we find their failings; these are then eliminated from the BENNETT counter in the making. We also find in each some good feature which is incorporated in the BENNETT.

BENNETT counters are the result of careful study and diligent adherence to the highest standard known to counter makers; a constant watching, testing and analyzing of every other counter process in order that the BENNETT PROCESS will always lead.

You will always find in every BENNETT counter all the good qualities in other counters and none of their failings.



Studying the Retailer's Interests



In selecting our lines it has been the invariable rule to consider them from the view-point of the retailer as well as the wearer. It is no satisfaction to us to be merely disposing of likely looking footwear. We insist on every line possessing the merit of making and holding the retailer's custom. That is our policy and your sales guarantee.



THE Bostonian Shoe

is typical of the footwear value that we are supplying the trade. A Shoe with an all round excellence. Selected materials and skilled, supervised workmanship, have given the Bostonian line that stamina, smartness and fine finish by which it has gained such high repute and extensive sales. We ask your inspection of this "something better" in footwear.

James Robinson

Specialist in Fine Footwear

MONTREAL

Prepare for the Rubber Demand



It frequently comes with a rush. Don't let it catch you without a full selection of styles, sizes and acceptable grades. Your rubber department is an important one and decidedly profitable with the right lines.



INDEPENDENT RUBBERS

offer you for your customers six distinctive rubber styles — "Royal" "Bulldog" "Kant Krack" "Dainty Mode" "Veribest" and "Dreadnaught" all proven sellers, and each one capable of winning confidence and regular patronage from your district. Stock liberally with them and you will be able to meet all comers with "just the thing." What orders can we fill for you now?

James Robinson

Specialist in Fine Footwear

MONTREAL

"MetropolitaN"

WOMEN'S McKAYS

MEN'S WELTS



"Paris"

WOMEN'S McKAYS

MEN'S WELTS

and

"Patricia"

WOMEN'S WELTS

AND TURNS



The right grade of footwear for your business—represented in the above trio—made from leather from our own tanneries. They show style and wearing ability.

You want to see the latest samples for men, women and children.

BRANCH:

Metropolitan Shoe Co., 91 St. Paul St. E.

Daoust, Lalonde & Co.

Limited

Montreal - Que.

C

St. Stephen, N. B.,
August 1, 1918

Dear Retailer :

Our Spring Samples will be
ready about August 15th.

The range of Oxfords and
Pumps will be much more extensive
than ever before and Hi-Cuts will
be complete in every detail.

Market conditions remain un-
settled, leathers and findings still
advancing. However, we will aim
to keep our prices down so that
you may be able to retail as usual
"Supreme Lady Shoes" at popular
prices.

CLARK BROS., Limited
Manufacturers

Ladies McKay Shoe Specialists

== "UNDERFOOT" ==

"Overhead," as nearly everybody knows, is a word that, through repeated usage, has come to mean the general cost of doing business, as apart from the particular cost of making a given article.

Why shouldn't the word "Underfoot" stand for the general cost—to the human system—of wearing boots or shoes as against the particular cost of buying them?

As the object in a big business is to cut down "Overhead," so the object in individual business, like shoe-buying, is to cut down the cost of "Underfoot."

The way to cut it down, without losing an atom of service, or general efficiency, is to get "Acme" Soles on your boots or shoes.

Dunlop Tire & Rubber Goods Co.,
Limited

Head Office & Factories: TORONTO
Branches in the Leading Cities. F. 15

Acme

"The
Sole of
Perfection"

(TRADE MARK
REGISTERED)



LONG**Trent Valley**
(Oak)**Lion** (Oak)**Royal** (Oak)**SERVICE****Eagle**
(Hemlock and Union)**Kitchener**
(Union)**Penetang**
(Hemlock)

The remarkably long wearing properties of our various tannages is a feature recognized by the leading shoe manufacturers throughout the country.

This durability is secured by our special tanning process and careful selection of hides.

No doubt you are already making use of one or more of our brands, but if not let us send you prices on whatever amount you require. Repair men recommend our popular Jumbo Blocks or Tap Soles for all soling purposes. Order now for making Army and Civilian Shoes.

***Write to headquarters at Kitchener
or any of our sales branches and
receive prompt attention.***

Established 1857

The Breithaupt Leather Co., Limited
KITCHENER, ONT.

Tanneries at—Kitchener, Woodstock, Penetang, Hastings, Ont.

Represented in Montreal by—
John McEntyre and R. M. Fraser,
1 St. Helen St.

Represented in Toronto by—
Ed. Lewis, 45 Front St. East

Represented in Quebec by—
Lucien Borne,
491 Rue St. Valiere

UNIFORM QUALITY

TO THE JOBBERS

We advise you that we have appointed Mr. Harry E. Thompson our representative in Canada. We manufacture TURN specialties in women's white canvas, satin and leather goods. Our samples are now ready for your inspection in Mr. Thompson's new sample rooms, 110 and 111 Mappin & Webb Bldg., 10 Victoria Street, Montreal, Que. We would be pleased to have you look them over at your first opportunity.

THE WAKEFIELD SLIPPER COMPANY,
SANBORNVILLE, N.H., U.S.A.

We advise you that we have the Milton Shoe Company's samples for your inspection. Also A. M. Creighton's, of Lynn, Mass., line of fine Welts and McKays.

The Thompson Shoe Co., Limited

Mappin & Webb Bldg., Rooms 110 and 111, 10 Victoria Street, MONTREAL, Que.

Patented
Dec. 30th, 1913



Patented
Oct. 26th, 1915

There is No Substitute

for the

Vulco-Unit Box Toe

No other Box Toe can approach it in the satisfaction it gives the shoe manufacturer or the service it renders the wearer.

BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada



ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY**
LIMITED

Realization of an ideal

THE Canadian Footwear Company's Shoes are the result of thought, time and expenditure.

No haphazard methods are used to produce these—every part of the work is done scientifically correct.

To-day our shoes approach as near perfection as it is possible for shoes to be. Ask our salesmen to show you the 1918 McKays.

Also ask to see our Turns, in Canvas and Leather. We now manufacture a full line of Turns and are showing new samples.

Special attention to Juvenile Department.

**C. F.
Co. L^{td}.**



**CANADIAN
FOOTWEAR
CO., LIMITED
MONTREAL**

Salesroom at 36 St. Genevieve St.

Factory at Pointe-Aux-Trembles

Foot Comfort Week Prize Winners



FIRST PRIZE WINDOW OF S. J. BROUWER SHOE CO., MILWAUKEE

Wonderful Collection of Beautiful Windows

The receipt of such an unusually large number of exceptionally fine photographs made the awarding of prizes a most difficult and painstaking task. In fact, there were so many deserving a high rating that it was found necessary to increase the number of ten dollar prizes to seventeen instead of limiting them to ten as advertised.

The Prize Winners

S. J. Brouwer Shoe Company, Milwaukee, Wisc.	1st prize, Trip to Chicago or New York
Herpolsheimer & Company, Grand Rapids, Mich.	2nd prize \$100
J. C. Hexom & Son, Decorah, Iowa.	3rd prize \$50
Chamberlain-Patten Company, Nashua, N.H.	4th prize \$25
L. S. Donaldson Company, Minneapolis, Minn.	5th prize \$15

\$10.00 in Gold Prize Winners

Stix Baer & Fuller, St. Louis, Mo.	T. H. McAllister & Company, DeKalb, Ill.
Kaufman & Baer Company, Pittsburgh, Pa.	Cedarhurst Shoe Store, Cedarhurst, L.I., N.Y.
The "Hub," Baltimore, Md.	P. L. Casey, Pawtucket, R.I.
F. E. Ballou Company, Providence, R.I.	The Howland Dry Goods Company, Bridgeport, Conn.
P. Ludebuhl & Son, Pittsburgh, Pa.	Champagny & Le Blanc, New Bedford, Mass.
Barton's, Manchester, N.H.	Harmon & Osborn, Charlotte, Mich.
Claybaugh & Milliken, Brownsville, Pa.	Frank H. Berthel, Washington, Pa.
H. Grey Hodges, Chatham, Ont., Canada.	Schlaegel Bros., Pomeroy, Ohio.
S. B. & S. Shoe Company, Davenport, Iowa.	S. H. Wartell, New York City, N.Y.
F. W. Philbrick & Son, Redwood Falls, Minn.	R. C. Beach Company, Limited, Lewiston, Idaho.
W. H. Roland Company, Bloomington, Ill.	Anthony Bros., West Palm Beach, Fla.
The Bootery, Escondido, Calif.	The Crews-Beggs Dry Goods Company, Pueblo, Calif.
Haines Shoe House, Napanee, Ont., Canada.	John Agnew, Limited, Brantford, Ont., Canada.
The Johnston-Shelton Company, Dayton, Ohio.	Atkinson Dry Goods Company, El Dorado Springs, Mo.
The Arcade, Limited, Hamilton, Ont., Canada.	

\$5.00 in Gold Prize Winners

Peebles & Purdy Company, Inc., Lawrenceville, Va.	D. J. Donahue Company, Missoula, Mont.
G. S. Dusch, Tell City, Ind.	A. W. Redden & Sons, Halifax, N.S., Canada.
Quast Brothers, Caldwell, Idaho.	R. L. Leeson & Sons Company, Elwood, Ind.
Graham-Fagg Company, Greenville, Texas.	Goodnow, Pearson & Company, Gardner, Mass.
Towle & Hypes Company, Clinton, Iowa.	W. J. Honeyford, Collingwood, Ont., Canada.
Lanam-Simpson Company, Franklin, Ind.	M. Fitzsimons & Sons Company, Fond du Lac, Wis.
The Mahon Shoe Company, Scranton, Pa.	Beacon Shoe Store, Houston, Tex.
Walk-Over Boot Shop, Wichita, Kans.	Beacon Shoe Company Store, Fort Worth, Tex.
J. Corin, Toronto, Ont., Canada.	S. & E. Shoe Store, Pittsburgh, Pa.
William G. Gable & Company, Altoona, Pa.	McCann's Boot Shop, Evanston, Ill.
Philadelphia Shoe Store, Waynesboro, Pa.	Linn & Scruggs Company, Decatur, Ill.
G. R. Mayhew Shoe Company, Grand Rapids, Mich.	Wm. Doerflinger Company, La Crosse, Wis.
E. T. Stelle & Son, Kingston, N.Y.	M. B. Boot Shop, Gary, Ind.
J. A. Allgaier & Son, Brooklyn, N.Y.	"Chisholm's," Toronto, Ont., Canada.
Barmann Shoe Company, New York City.	Kennedy Boot Shop, Pittsburg, Kan.
Max Miller Family Shoe Store, Mineral Wells, Texas.	A. W. Miles Company, Livingston, Mont.
Brownell Shoe Company, Niagara Falls, N.Y.	Bloz Shoe Findings Company, New York City, N.Y.
Phelps Dodge Mercantile Company, Douglas, Ariz.	Vance Shoe Company, Gadsden, Alta.
J. W. Durbin & Son, Williamstown, Pa.	Geo. N. Dupont, Middleboro, Mass.

THE SCHOLL MFG. CO.

Largest Makers of Foot Appliances in the World

112 ADELAIDE STREET EAST

TORONTO

CHICAGO

NEW YORK

LONDON

TETRAULT

The Name that stands for Style, Good Workmanship and Quality Unquestioned

SHOES may come and Shoes may go, but **Tetrault** Shoes go on forever. All **Tetrault's** values tempt new trade—they are irresistible. Something new is our battle cry, and we've got it.

Purely a Canadian product, the **Tetrault** Shoe has earned the right to the title, "King of Welts." The best investment you can make is to be well stocked up with **Tetrault's** Footwear.

Tetrault Shoe Manufacturing Company
Limited
MONTREAL



Largest Manufacturers of Goodyear Welts in Canada—bar none
European Warehouse—9 Rue De Marseilles, Paris, France



**Shoes
for
Men
Women
Boys
Girls**

To the Shrewd Jobber

WHEN you hear of a particular make of Shoe acquiring patronage by leaps and bounds, until it ranks as one of the biggest sellers in the country, you are surely convinced it is a line worth handling.

Aird footwear dominates the market as a seller. This year it is pulling more sales than ever.

Our samples for Spring, 1919, bear out the selling and wearing excellence of Aird footwear, in every phase of its production. Do not miss seeing this line. It means a volume of sales for you.

WRITE TO-DAY.

Aird & Son

Registered

MONTREAL



FLEET FOOT

RUSH ORDERS

Our facilities for filling rush or repeat orders for *Fleet Foot* never were better. Our service branches have made ample provision for giving *immediate* attention to any orders sent to them by mail, telegram or telephone. No shoe dealer need miss any late trade in *Fleet Foot* if he keep closely in touch with our nearest branch.

Write, wire or phone

Canadian Consolidated Rubber Co.

LIMITED

Head Office — MONTREAL

Service branches at Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver and Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
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Unbelievable but True

A curious experience was related to us the other day by a lady who, seeing the advertisement of a leading Toronto store, set forth to purchase a pair of white canvas shoes—the advertised price being in the neighborhood of \$5.50. After sitting in the store about five minutes a man approached her and asked if she was being waited on. The lady said “No,” and asked to see the shoes advertised. “Oh,” said this person, “I didn’t come to wait on you—I’ll send somebody in a little while.” Another wait of five minutes. Finally a clerk appeared and the lady again said she wanted to see a pair of the white canvas shoes on sale. He went off and returned, after another long delay, with one shoe which he put on the lady’s foot and laced up. Then, for the first time, he spoke—naming the price, \$7.00. “But,” protested the customer, “I asked for the shoes on sale and besides these don’t fit.” Without saying a word he removed the shoe, put on the old shoe, laced it up and turned away, leaving the customer to walk out. The only time he spoke was when he mentioned the price.

Some of our readers will doubtless say such an experience is exaggeration, but we know it to be abso-

lutely correct and, besides, truth always was stranger than fiction.

The customer went to a less pretentious store alongside of the other one and said afterwards that the treatment received in this latter store was a revelation—courtesy and thoughtfulness were expressed in every action. Her purchases consisted of a pair of boots, a pair of rubbers and a box of cleaner. The retailer also sold an inestimable amount of goodwill and created a customer who vows she will never buy footwear at any other store in the city.

* * *

Excess Packer Profits

The report recently brought in by the Federal Trade Commission to the United States Senate on profiteering was unanimous. Concerning the meat packers the report says: “Five meat packers—Armour, Swift, Morris, Wilson and Cudady, and their subsidiary companies, have monopolistic control.” The average pre-war profit of these companies, based on the years 1912—’13—’14, amounted to \$19,000,000. The war started in August, 1914. In 1915, these companies earned \$17,000,000 over and above the pre-war profits; in 1916, \$36,000,000 in excess of pre-war figures, and in 1917 \$68,000,000 above the pre-war average. In other words their profits during the three years, 1915—’16—’17, amounted to \$178,000,000. Based on the pre-war average their total profits would have amounted to only \$57,000,000.

Much of the war-time profiteering is excused, or explained, on the ground of “increased business.” The business of these United States packing companies, however, increased only 150 per cent—their profits increased by nearly 400 per cent. If the meat packers are the biggest factor in the control of the leather market, and we are told they are, does this profiteering not explain, in some measure, the difficulties handicapping tanners and manufacturers in the past couple of years?

* * *

The Cost of Delivery

It is encouraging to note that there is at least one topic on which the daily newspapers of the Dominion seem to be unanimous. We refer to the delivery problem. It is now generally recognized that the habit of delivering every article purchased, no matter how trivial, is absolutely wrong in principle even in normal times, and more so when our present man-power shortage is taken into consideration. Newspapers have, from time to time, endeavored to educate the public to the needless waste of time, money and labor in this phase of retailing and their efforts are to be commended.

The cost of delivery has been estimated in many cases as high as 4 per cent. of overhead expense, fully half of all sales being delivered. Therefore, if the delivery expense for one year is \$1,000, \$500 is paid by non-carrying customers and \$500 by carrying customers—which is obviously unfair. Moreover, if all parcels were delivered the delivery cost would be \$2,000,

or just double, a needless increase to the original cost of the goods. If the cost of delivery, say ten cents a parcel, were added to the purchase price the customer would object—though he apparently does not consider that, in most cases, he is paying for the service anyway and if he is a carrying customer, that he is paying for the delivery of parcels to his less considerate neighbor. A great deal could be accomplished in any one town or city if the merchants would get together and agree upon a common basis of procedure to either abolish, or reduce, the practice of sending parcels. It is also certain that the way could be made much easier by the co-operation of retailers with their local newspapers, who could, through occasional items, carry on educational work with the public.

* * *

Astonishing Apathy

Although most retailers admit the benefits of organizing, there is a disinclination to action when they are asked to do something practical in the way of furthering their interests. Retailers cannot be blind to the results secured by capitalist and workmen's associations when pressure has to be brought upon Federal, provincial or local authorities, and yet retailers, in the main, are content to adopt a policy of drift when their own branch of business is affected. The apathy is astonishing. Many retailer associations have been organized, but in too many instances, the enthusiasm soon peters out, and it is left to a small number to carry on: It is difficult to account for this want of appreciation of the value of united action—we can only point to the fact, and urge retailers to show more enterprise in the way of looking after their interests. The formation of tanners and shoe manufacturers councils is an indication that these two branches of the shoe trade are awake to the importance of action, and of safeguarding their industries. The retailers should follow these examples.

* * *

Insist on Duplicate Orders

A leading Toronto shoe retailer says that a great deal of time and trouble could be avoided if merchants would insist upon the traveller giving them a duplicate of every order placed—at the time it is placed. Often it happens, he says, that orders will come in with quantities and sizes wrong—perhaps due to some misunderstanding or, rarely no doubt, by reason of the traveller padding the order. If the retailer has an exact copy of the order placed, all doubt and difficulty is abolished.

Surely it is only a matter of good business that retailers should have copies of their orders—not alone to check up shipments, but also so that they may know where they stand while the goods are in course of manufacture. Any other form of procedure indicates a laxity in business methods, to say the least.

Another suggestion offered by this retailer is that when new accounts are being opened the dealer should insist upon the manufacturer leaving samples with

him until the goods are delivered. Then, if the finished product is not equal to the sample the whole shipment can be returned if thought desirable. There are, however, two alternatives in a case of this kind. We have on record two cases in which the goods received were not of the same quality as the sample. In the first case the retailer promptly returned the whole shipment; in the second, the retailer wrote the manufacturer and, pointed out the discrepancy. The maker wrote back and said: "Yes, we see the trouble and will allow you 25 cents a pair off the price." This was quite satisfactory to the retailer, and the disposition of his complaint in this way preserved the friendly feeling on both sides. It is often good policy to give the manufacturer a chance to explain—although in every case insist upon the goods being equal to sample or an adjustment allowed.

Manufacturing Difficulties

IN further connection with our article in a recent issue regarding manufacturers' and tanners' difficulties we have received the following letter from a large manufacturer of sheep, calf and kid leather in the United States:

The tanners in the United States are having all sorts of trouble, largely, however, on labor and transportation in getting out their merchandise for civilian trade and commandeering of raw stock by the government.

"Individually we are not particularly handicapped on labor as we are working under a bonus system, which, except in occasional individual instances, keeps our labor quite content, but at the same time there is a serious shortage in labor due to the draft. Then, too, we are working on government contracts, which, of course, take precedence of any civilian business, and the practical output of our plants is employed on government work and we think this is true quite generally of the tanners who are working on government orders.

"There is no question that these conditions are forcing prices upward on all kinds of raw materials and supplies and the shoe manufacturer is no doubt bound to face not only a shortage of stock but material advance in the same."

The following is another communication from a large Ontario shoe manufacturer:

"There are a great many people who are speaking on general conditions and giving alarming reports and in one way we think they are right, for we all look for a marked change in prices.

"Some months ago the merchants went 'crazy' and bought far in excess of what they could take care of. The consequences were that they found themselves in very cramped condition when it came to paying for the goods. We can see no need now for anyone placing himself in such an embarrassing position again.

"Delays and disappointments are becoming more frequent each month. In the operation of the new military law many skilled operators have been called out so it is beyond all reason to expect that factories can keep down prices when they cannot possibly turn out more than 50 per cent. of their capacity.

"A great many storekeepers have lost their head clerks and even their own sons for the protection of this country. We are satisfied that business must be carried on as usual notwithstanding the difficulties that have come to us."



Mr. Geo. A. Slater—An active organizer of the Canadian Shoe Manufacturers' Council



Mr. L. Gauthier, of Slater Shoe Co.—Executive member of the Canadian Shoe Manufacturers' Council.



Emile Corbeil, of Corbeil, Limited—Executive Member of the Canadian Shoe Manufacturers' Council.

Styles Restrictions Suggested by Manufacturers

Canadian Shoe Manufacturers' Council Working in Harmony with the War Trade Board—Proposal is Shelved Temporarily, However, Owing to Government's Refusal to Allow Licensing of Imports

CONSIDERABLE speculation has been in evidence during the past month on the probable outcome of the War Trade Board's proposed action in connection with the style and materials of Canadian footwear. The Canadian Shoe Manufacturers' Council have had the whole matter in hand, and recently submitted to the War Trade Board a schedule of restrictions which, if restrictions were really required, it was hoped would be adopted as being of the most benefit in the opinion of the men who should be best fitted to understand the actual conditions existing at the present time. It had been represented to the Board that their decision on the matter would have to be made by August 1, as it would otherwise be too late for the regulations to apply to orders for spring, 1919. In many quarters it was felt that the order would go through on August 1 without a doubt but, just as we go to press, word has been received from Mr. F. S. Scott, M.P., chairman of the Canadian Shoe Manufacturers' Council, that the whole matter is held up for the moment, in which case there may be no restriction on Canadian styles for the spring of 1919.

It appears that action on the part of the War Trade Board depended upon their securing authority from the Dominion Government to control the importation of shoes; because the curtailment of Canadian styles, while allowing shoes of foreign manufacturers, unrestricted in style, to come into Canada would be manifestly unfair to our own manufacturers. The failure of the government to authorize the licensing of imports, in connection with footwear, seems to shelve the whole measure for the present season. Nothing in this action, however, can be construed as meaning that the scheme has been completely shelved. It may be that the Gov-

ernment will grant the War Trade Board permission to control imports and that the Board will pass their regulations in the near future, which would be very inopportune. It is to be hoped the Government will act very promptly or delay till the beginning of the next manufacturing season.

Following are copies of a letter sent by the Canadian Shoe Manufacturers' Council to the shoe manufacturers throughout the country, and also a letter addressed by Mr. Scott to the Chairman of the War Trade Board. These will, we think, be of interest to all members of the industry:

Letter to Manufacturers.

July 17th, 1918.

Dear Sir:—

At the request of the Canadian War Trade Board, representatives of the various Boot and Shoe Manufacturers' Associations in Canada met to discuss possible trade restrictions. This meeting was held in Montreal, Friday, July 5th, at which time a Canadian Shoe Manufacturers' Council was created, consisting of the delegates thus sent by the various associations. In order to present the result of their deliberations to the War Trade Board, a small committee of five was elected.

This committee, consisting of Messrs. F. S. Scott, M.P., Getty & Scott Ltd., Galt, Ont.; G. A. Blachford, Blachford Shoe Manufacturing Co., Toronto; Geo. A. Slater, Geo. A. Slater, Ltd., Montreal; R. E. Dildine, Ames Holden McCready Ltd., Montreal; and C. E. Lepinay, Lagace and Lepinay, Quebec; interviewed the said War Trade Board in Ottawa this morning, presenting the report attached, which deals with the questions of style restrictions and embargoes on importations.

The delegation was courteously received by J. W. McConnell, who explained on behalf of the War Trade Board that the subject of restrictions had been under serious consideration, and that the Board most heartily appreciated the spirit thus evidenced by the trade.

The report, as submitted, was discussed in detail, which

discussion revealed the fact that the suggestions contained therein, substantially met with the approval of the Board. It was agreed, however, that in order to protect the Canadian industry from unfair foreign competition, similar restrictions on importations, should go into effect simultaneously with those put on the Canadian manufacturers, and as this was a matter which could not be arranged at the moment, the following decision was arrived at: In view of the fact that samples for the spring season, 1919, will be shown for sale beginning about August 1st, the War Trade Board agreed with the committee that in the event of restrictions being imposed for spring selling, such restrictions would be announced not later than that date, namely, Aug. 1st, next.

Yours faithfully,

W. P. Hughes,
Secretary.

113 Board of Trade Bldg., Montreal, Quebec.

Letter to the War Trade Board.

Galt, July 8th, 1918.

Mr. Frank F. Jones,
Chairman War Trade Board,

Ottawa, Ont.

Dear Sir:

As requested by you the shoe manufacturers of Canada have met and considered certain restrictions that have been spoken of in connection with the shoe trade. We appreciate this opportunity which you have given us of discussing these questions with you. In shoe manufacturing, as in all other lines of industry, unless one has an intimate knowledge of the industry affected, restrictions are very liable to have an effect quite the opposite to that desired. We wish to assure you that we are prepared to meet, to the best of our ability, any demands that may be made upon us, desiring only that, before any radical restrictions affecting our trade are brought into force, they be submitted, where possible, to a committee of shoe manufacturers, who will endeavor to give you sane and reliable information and advice. In this report, which we wish to submit to you, we have taken into consideration the regulations which it is proposed to bring into operation in the United States. In this connection it has seemed to us desirable that as far as was practicable we should work along similar lines. Based upon this we recommend the following regulations. These recommendations shall apply to all samples made for the spring season of 1919 and to all shoes cut for manufacturing on or after December 31st, 1918.

Height of Shoes.

The maximum height of women's shoes, both leather and fabric, shall not exceed 8 in. "Measure from breast of heel at side to centre of top at side of finished shoes." Size 5B to be the base measure. This measurement to be the basis and

to allow for standard grading. The maximum height of Misses' shoes, sizes 11-2, shall not exceed 6½ in. for size 13, D width. The maximum height of boys' and youths' shoes shall not exceed 5½ in., for boys' size 4 D and for youths' size 13 D. The maximum height of children's shoes, sizes 8-10½, shall not exceed 6 in., for size 9, D width.

The maximum height of infants' shoes, sizes 4-7½, shall not exceed 5½ in. for size 6 D. The manufacture of military boots, river, driving, riding and ranching shoes higher than 8 in. shall be permitted with the approval of the War Trade Board. In all cases standard grading to apply.

Colors.

All outsides of shoes, both leather and fabrics, shall be restricted to white, black and two colors of tan, the two colors of tan to be a dark brown or tan and a medium brown or tan. Patent leather shall be in black only. These color restrictions do not apply to evening or house slippers or to babies' shoes made of fabrics. The use of "bronze" is permitted in oxfords, pumps and slippers.

Linings.

In addition to the above, you are requested, in so far as possible or wherever practical, to institute the following suggested methods of conservation:

1. To use skeleton form or full fabric lining in low shoes where good quality of sheepskins have been heretofore used.
2. To use economical cutting patterns.
3. To co-operate with retailers and wholesalers to restrict the return of merchandise.
4. To reduce the number of new boot samples for the spring season of 1919.
5. To discourage the purchase or order of unnecessary sample pairs of shoes for future buying.
6. To encourage the sale of low cuts and low effects.

The United States regulations refer to the supply of cartons, lasts and the manufacture of over-gaiters. Regarding cartons we do not deem it necessary to make any regulations regarding these as we do not have the same problem here as they do in the United States. With reference to lasts we feel that this is a matter that so vitally affects another industry that those engaged in it should be considered and consulted before any action is taken. Regarding over-gaiters we have no knowledge of this line of manufacture as it is not a part of the shoe trade, and we have made no reference to it.

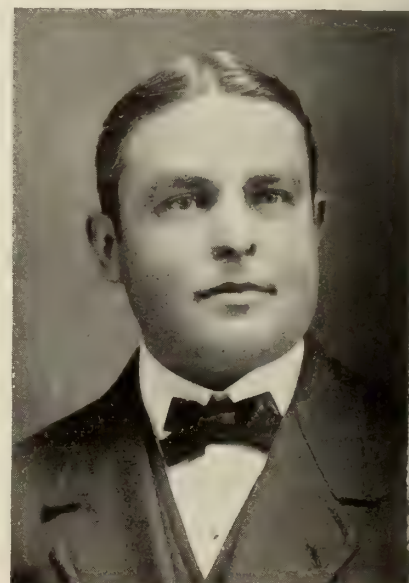
We would also recommend, in the event of these regulations being brought into effect, that the War Trade Board have the authority to issue a license to a manufacturer of shoes to permit the use of any prohibited material that he may have on hand, or had contracted for prior to these regulations coming into effect. We also feel that any regulations that may be brought into effect that similar restrictions



Mr. Albert Tetrault, of Tetrault Shoe Mfg. Co.—Executive Member of the Canadian Shoe Manufacturers' Council.



Mr. Joseph Daoust, of Daoust, Lalonde & Co.—Executive Member of the Canadian Shoe Manufacturers' Council.



Mr. A. Lecours, of the Canadian Footwear Co.—Executive Member of the Canadian Shoe Manufacturers' Council.

should apply to merchandise imported into Canada. In other words, we do not think that Canadian manufacturers should be prohibited from making goods that a foreign manufacturer would be allowed to send into this market. In this connection it has seemed to us desirable that the United States should treat Canadian business as domestic trade, and that any restrictions imposed upon goods manufactured for home consumption should also apply to goods manufactured for export to Canada.

We would also recommend that, if any Government prohibits the exportation to Canada of any materials used in the manufacture of shoes, the Canadian Government prohibit the importation from said country of shoes in which such materials are used for the duration of such embargo.

An embargo upon American shoes has been spoken of upon different occasions. We understand that the object of such a measure would be for the purpose of overcoming, in some measure, the adverse balance of trade. While we do not know to what length it may be necessary for the Government to go along these lines, still we wish to place ourselves on record as being strongly opposed to any such measures unless it becomes absolutely necessary. At the present time it is doubtful if Canadian manufacturers could supply satisfactorily the full demand, as, with the increase in the munition manufacturing industry, we have not now available the help we formerly had. Many of our plants, owing to lack of help, are not turning out more than 50 per cent. of their normal product prior to the war. As long as munition manufacturing continues upon its present basis, we cannot see any hope of an improvement in the supply of labor.

Again thanking you for the opportunity you have given us of discussing these matters with you and assuring you of our desire to co-operate with you in every way possible in the future, we are,

Chairman Shoe Manufacturers' Council.

Canadian War Trade Board Issue Sole Leather Restrictions

THE Canadian War Trade Board at Ottawa have issued a notification to the sole leather tanners and cutters in Canada as follows:

"Owing to the demand of the shoe manufacturers for heavy sole leather to be used in the manufacture of boots for the Allied armies, this board finds it necessary and expedient to ask you not to sell, ship or cut into blocks, strips, or taps for civilian use, any sole leather suitable for army purposes, without first taking the matter up with the War Trade Board. This would include all the heavy leather running 9 gauge and over, which it is absolutely essential to conserve for soldiers' shoes. We will be glad to receive the assurance of your co-operation in this matter."

The tanners have notified manufacturers, leather dealers and repair men, of this order and have requested an education of customers to the use of thinner gauge leather until heavier stock is available.

In discussing the present situation in the hide market Mr. L. J. Breithaupt, of the Breithaupt Leather Company, Kitchener, Ont., recently said:

"Just at present we are operating our several tanneries upon the Canadian supply, which, unfortunately, is limited in certain classes of hide. Formerly most of our raw hides came in from South America, but for the past three months this source has been completely cut off. There is no scarcity of hides in that country, nor has an embargo been placed upon them, but lack of shipping space to bring them north is the sole reason why none are coming in.

The United States, too, at present is cut off as a source of supply, due to the fact an embargo has been placed upon hides leaving that country. Material

to fill war orders in Canada is not supposed to be effected by the embargo, but, nevertheless, it is.

"As long ago as last April we placed several big contracts with American firms for special skins that would yield heavy sole leather suitable for army boots, but these contracts have not yet been filled, although the goods were paid for when the contracts were placed. Occasionally we receive shipments from New Zealand and Australia, but these sources also are uncertain on account of the lack of shipping space.

"So you see we are left practically dependent upon the Canadian supply; and as this source cannot furnish some of the grades we require we have been forced to reduce our operations, and so at present our tanneries are not running at full capacity.

"Another matter which effects the leather industry in Canada just now is the embargo upon tanning material. Formerly we imported oak extract from the Southern States, but this commodity like the hides, although for use in producing war leather, has not been coming in."

Regarding the markets for finished leather Mr. Breithaupt said all the leather manufactured by his firm was absorbed by the manufacturers of soles and other leather goods in Canada and the United States.

"In pre-war days Great Britain was our chief market, fully forty per cent. of our leather being shipped over there, but that business has come to an end, and for two years now we have not filled a single order to cross the Atlantic," he said.

Manufacture of Boots and Shoes in Italy

AN excessive increase in the price of boots and shoes for the civil population has induced the Minister of Commerce in Italy to issue a special decree relative to the limiting of the consumption of hides for manufacturing footwear. Prices are to be regulated. The leather upper of boots may not be more than 12 centimetres (4.7 inches) high for men and not more than 14 (5.5 in.) for women, and the leather heel not more than 3 centimetres (1.2 in.) for men and 4 (1.5 in.) for women. New regulations have come into force regarding uppers and heels made of other material than leather. The foregoing regulations came into force on the first of July for the manufacturers and on the first of October for the merchants.

In order to facilitate the manufacture of footwear with leather substitutes, the manufactories must devote part of their production to footwear made in part or wholly from leather substitutes according to types and prices to be established by the ministry.

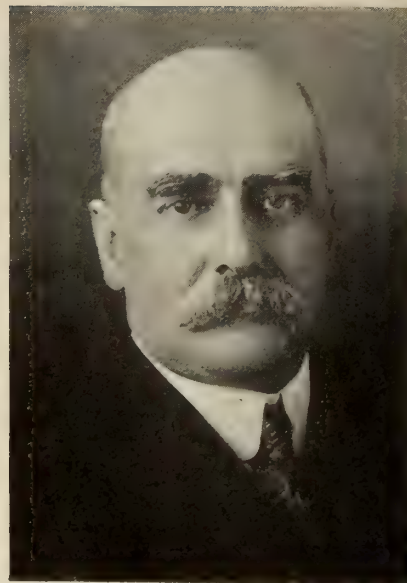
Further to curb the unjustifiable increases in the prices of boots and shoes it has been established as regards the Italian-made footwear that the retail prices which are stamped on the sole must not exceed by more than 25 per cent that of the manufacturer's price and as regards imported goods by more than 25 per cent that of the invoice value. These regulations came into force on the first of August. The minister reserves the right of controlling these prices.

A method used in some manufacturing plants for cleaning white leather is to go over it with very fine sandpaper, taking off all the dirty spots. Then they treat it with a white powder which is said to make the leather look almost as good as new. This does not work so well on glazed finish leather, of course, but on white buck is very satisfactory.



Mr. W. Theobald, Victoria Drive, Vancouver. Spends his spare time on his ranch in Fraser Valley.

Prominent Vancouver and Victoria Shoemen



Mr. W. Woods, in Vancouver since 1912. Shoe business all his life. President of Woods Shoe Co., Ltd.



Mr. A. S. Cox, President Grandview Shoe Store, Vancouver. Spent his life in shoe business.



Mr. Charles B. Stanford, manager of Stark's Shoe Store—one of the finest stores in Vancouver.



Mr. P. A. Hawkes, Manager Shoe Department, David Spencer & Company, Victoria—brought up in the shoe business.



Mr. Geo. Woodling, located in Fairview district, in shoe business twenty-five years. Came from Brockville, Ont.



Robert Watson, 635-33 Yates Street, Victoria. One of Victoria's representative dealers. Same store for fourteen years.



Mr. Henry D. Rac, been in shoe business 18 years. Present stand in Vancouver four. Large mail order business.

Prominent Vancouver and Victoria Shoemen



Mr. F. Wilson, of Wilson Shoe Store, Hastings St. Present stand six years, previously with Cook-Fitzgerald Co., London.



Mr. W. Sugden, has been in business for himself three years in Grandview. Learned the shoe trade on the bench in England.



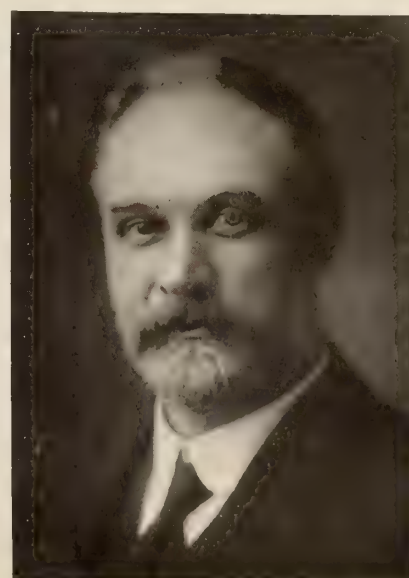
Mr. P. T. Richardson, Hastings Street. Opened Vancouver store two years ago. Had store in Calgary for fourteen years.



Mr. Herbert O. Eccleston, manager McRobbie Boot Shop, Vancouver, handles only high class shoes.



Mr. Robt. J. Matchett, manager American Boot Shop, with firm for seven years, previously in Seattle with Regal Shoe Store.



Mr. James Maynard, 649 Yates Street, Victoria, B.C. A shoe retailer of long experience.

Manufacturers' and Retailers' Views on the Subject of Cancelling Orders

A PROMINENT shoe manufacturer has written us suggesting that, as an advantage not only to manufacturers but to retailers themselves, we bring to the attention of our readers again the fallacy of cancelling orders. "This is," he says "a matter of extremely vital concern to all shoe manufacturers and should be explained more thoroughly to the retailer." He has also brought to our attention an item in one of the United States trade papers, a portion of which reads as follows: "Salesmen should be instructed as a war measure, if for no other reason, to make buyers understand that orders once placed cannot be countermanded or the goods returned at the pleasure of the retailer. During many years dealers have been educated to feel that their orders are only placed tentatively—that they are a sort of memoranda of what they may want. This semi-purchase idea does not compare with war conditions."

We do not hold with all of the arguments set forth in this article, although we do agree, most emphatically that, if such an evil exists, it should be curbed with as little delay as possible.

Our correspondent also cites several instances of cancellation and return experienced in his own factory. "Last season," he says, "we shipped to a large retailer several hundred dollars worth of goods which were made up at his request, but instead of accepting delivery of the order he returned the whole shipment, stating that he expected to be called up for military service and would not require the goods. It is needless to say that he is still in business and, in fact, placed an order with our representative for fall goods, but owing to the fact that he would not meet our requirements as to guaranteeing to accept same when shipped we could not accept the order.

"Another instance is where the dealer returned a pair of shoes which had not been worn, but which had become spotted with oil while in his possession, and we naturally declined credit but cleaned the shoes and returned them to him. He thereupon wrote advising that if we would not credit the pair to cancel the balance of his order then in process of making.

"Naturally actions of this kind result in a very serious loss to manufacturers as in cases such as ours where no stock is carried the manufacturer must sell floor lines at a considerable discount; the trade will not purchase such lines otherwise.

"Again it is quite a common occurrence for a customer to write stating that he has disposed of his business and to cancel all orders. This causes a loss to the manufacturer and the shoe retailer should have arranged to see that his successor carried out the obligations originally made by himself."

To What Extent Does this Practice Exist ?

With a view to finding out the exact extent of the practice we have taken the matter up with a number of representative manufacturers and retailers and, to be quite candid, find the consensus of opinion to be even among manufacturers, that in many cases of cancellation the manufacturer himself is to blame, al-

though it cannot be denied that retailers are sometimes in the wrong themselves. A large Toronto manufacturer puts it this way—there are usually two causes for cancellations, (1) the traveller has overloaded the retailer or, (2) the retailer is not financially in a position to pay for the goods if delivered. In the former case the traveller is to blame and his record is promptly investigated; in the latter case the loss is negligible, it being much more desirable to cancel the order than to have an account outstanding for an indefinite length of time. There have been, it is true, many cases of cancellation with this company in which neither of these factors have entered. Notably these were brought about as a result of panic created by unreliable rumors of a drop in the price of leather and footwear—helped along by the newspapers and also sometimes spread by manufacturers who should have been more conversant with conditions as they actually existed. The manufacturer with whom we were conversing stated that at one time these "panicky" cancellations did indeed come in with great frequency but his policy had been to sit down and write a personal letter to each retailer, outlining the true situation in the leather industry and the future outlook. So successful was this method of stemming the results of the rumor that only 2 cancellations went through out of the entire lot.

There have been some other cases in which retailers have placed orders, to find out later that some other manufacturer has apparently just the same thing for a lower price. If the manufacturer has confidence in his line, however, knows that it is well worth the price asked and will be a real sales-building help for the retailer—a letter of explanation generally gets a reply from the retailer to the effect: "You're right—we see the point—let the order go through."

One conversation was with a manufacturer, and we hope there are many, who will not accept an order knowing that it is to take the place of one cancelled with a competing firm. Mr. Retailer, he says, if you've placed an order, stick to it—don't break your contract—I don't want your business. I wouldn't want it done to me and I don't want you to do it with the other fellow.

What do Retailers Themselves Think?

Many retailers believe there is very little cancelling done, unless for good and sufficient reason. "Let me say this", said one retailer, "if you are writing on the cancellation question, tell the manufacturer to make his goods according to sample and let his price be fair—then he will have no cause to complain of cancellations or returns."

A retailer in the western section of the city instanced the case of a purchase of bathing shoes. The rubber company's traveller came around in the spring with his line, but the retailer, looking a little ahead, reasoned that this type of shoe would be sold in drug stores also, along with rubber bathing caps and so on. The traveller, however, was positive that no sales would be made to drug stores, and on the strength of this assertion the retailer placed an order. Now,



Display of Mr. W. J. Honeyford, Collingwood, in Scholl Window Trimming Contest

right in the bathing season, the drug store close to him has a window display of these identical shoes to clear at 89 cents—whereas the retailer's regular price was \$1.40. His yearly business with this company is about \$2500, all of which he is going to place with a different concern and is cancelling a \$500 order he recently placed for fall delivery. A neighboring retailer, also in the same box, is also going to cancel his business with this company.

A Queen Street retailer ordered a line of shoes from a manufacturer and, chancing to be in a local jobbing house shortly after, saw the same line at a lower price. He wrote the maker and asked if it was really the same shoe he had ordered. He found it was and cancelled his order. In all his history as a successful retailer he could only recall this and one other cancellation. In part of a large shipment received, he found that the manufacturer had sent him a bad range of sizes—leaving out the most wanted ones, and he immediately wrote and cancelled the balance of the order.

Another cause for cancellation we have found to be where orders are given to travellers out of a feeling of obligation—the traveller invites the retailer down to his hotel to have lunch and look over his samples. Naturally, in this enlightened age, the retailer is quite well aware that he did not get that lunch for nothing—there was a purpose behind it—and so he places an order. Later on, however, when he thinks it all over he decides to cancel it. We are inclined to believe that this is an evil that existed more in older days, however. The tendency to-day is toward more businesslike methods. We know a few retailers who

positively will not take lunch with a traveller at his hotel—whether they wish to place an order or not.

In every case it is to the retailer's benefit to avoid cancelling, which only leaves a black mark against his reputation as a buyer. There are countless cases of orders placed for certain shoes which are picked to pieces by travellers for competing companies. In many cases the travellers have the right dope, and the retailer has made a mistake in judgment—in which case it is better for him to sit tight, dispose of his stock as best he can, and look more carefully to his buying methods. If the manufacturer has not given a square deal; if his deliveries are not according to sample, or if his traveller has misrepresented—change your account to a firm upon whom you can place implicit trust.

We have endeavored to deal with the matter from an impartial standpoint. The retailer is to blame, if he is, and the manufacturer is to blame, if he is. Let this sink in: One of the most successful manufacturers states that more headwork and tact from the head office can easily reduce cancellations to a minimum. A successful retailer says; Let the manufacturer look to his business methods if he would avoid cancellations.

Fare Refund Unjust to Local Customer

THE fare refund, like many other forms of trade piracy, is used in cities and towns where nearby towns and villages are deep in the hold of slumber. If the stores in competing centres are awake to their opportunities, the fare refund loses its attraction. Usually it is based on the theory that the merchants in the smaller towns are lacking in intelligence or ambition to meet the competition of the fare-refunder, but as a permanent trade-builder it has been found wanting. Its success, so far as it goes, depends upon the fact that there are always a certain number of people who imagine they are getting something for nothing and live for no other purpose.

In any event, just as the farmer has long ago realized that intensive cultivation is better than extensive cultivation, so should the merchant realize that the cultivation of his home trade is of vastly more importance than planning forages into the trade territory of retailers in other towns. The money expended in fare refunds would produce better results if expended in legitimate advertising to secure the local trade which is now going to the mail order houses.

Not only is the fare refund unprofitable in the long run, but it is illogical. What reasonable explanation can be given to your regular patron, who lives in your town and gives you all of his business, as to why you should give a special discount to the customer from a distance, in the form of a railroad fare for part of his shoe trade. Is it not natural that your neighbor and fellow citizen should feel that you are charging him too much if you are able and anxious to pay the railroad fare of out-of-town customers? Many of those who have studied the question are convinced that for every dollar's worth of trade drawn to a town by means of the fare refund, several dollars are driven away to the mail order houses.

It is said that the British buying agents who have been making large purchases of leather in the United States, have also placed orders to the extent of \$1,500,000 in Canada.

Large Attendance at Boston Style Show—Manufacturer Discusses Women's Shoes Optimistically

THE second Boston shoe style show, recently staged at the Copley-Plaza Hotel, was one of most attractive ever held. Many of the rooms on the first and second floors of the hotel were used as sample rooms and in the ballroom a platform was erected on which living models paraded each evening. Not alone were women's shoes shown on the models but also men's and children's. Special speaker's had been secured, which rendered the proceedings doubly attractive. Mr. A. W. Donovan of E. T. Wright & Company made the opening address. Among the Canadian shoemen present were noted: Messrs. R. Locke, Dufresne & Locke, Maisonneuve; O. Tetrault, Tetrault Shoe Mfg. Co., Montreal; J. I. Chouinard, Star Shoe Company, Maisonneuve; A. L. Dupont, Dupont & Frere, Maisonneuve; G. G. Hodges of Geo. A. Slater, Ltd., Maisonneuve; W. Martin, Kingsbury Footwear Company, Maisonneuve, and R. W. Clark of Ames-Holden-McCready, Montreal.

An interesting address was delivered by F. R. Maxwell, vice-president and sales manager of Thomas G. Plant & Company, of Boston, regarding "Women's Shoes in War Times." Mr. Maxwell said, in part:

This is the first time within the experience of any of us that we have had to operate our business under such conditions, and therefore, like everyone else have had to learn from day to day and week to week how to cope with unforeseen circumstances brought about by these war conditions.

I do not believe that our volume of business in pairs or our profits have been increased because of the war. The cost of footwear has, however, largely increased in price owing to the scarcity of certain materials and labor caused by war conditions.

Thanks to the Women.

The style of dress adopted by the women of our country seems to me the main reason for the wonderful business which has been done in women's shoes during the last few years. I think that women never looked so well or attractive as since the adoption of the short skirt and since they have given so much attention to the details of having their feet properly fitted with the right kind of shoes that are in keeping with the rest of their apparel; and I believe they will continue to wear the short skirts because of this and because they are more sanitary and allow greater freedom of action. In other words, they are attractively and practically clothed at the same time.

So long as this maintains, the women's shoe business should continue good, but only provided the shoe manufacturers and retailers work together to render to the consumer the very best of service and give them the right quality of merchandise at fair prices.

The average price of women's shoes is not high to-day as compared with the prices of other articles of wearing apparel that I am familiar with.

An Intricate Operation.

If you will consider for one moment the sources

from which the raw materials are secured for the manufacture of women's shoes, I think you will agree with this statement. The upper leather is a by-product largely made from the hides of goats which are raised in distant parts of the world and shipped to this country in their raw state. Without going into details with which you are familiar, up to the arrival of the raw materials at the factory, let me say that it takes 137 distinct operations to complete a pair of women's welt lace boots such as are displayed so attractively by the young ladies who are acting as models here to-night.

We, the manufacturers of New England, are using every effort to keep prices as low as possible and still produce shoes of real value and of a style that will be attractive to the consumer.

We are working constantly to better systematize our businesses, that we may improve the quality, the service, and lower the cost of production.

Get Closer to Retail Trade.

We are earnestly trying to get closer together with the retail trade, that we may serve them better and when called upon, to be of more assistance in the solving of their problems and in forecasting their purchases; and this leads me to say at this time that I would warn retailers against placing orders carelessly with but one idea in view, that of saving money by forestalling advance in prices. You all know that if your sizes and widths are not right, or your stocks unbalanced, it makes no difference what the price may be (you are due for a loss ultimately which no saving in original cost can overcome).

The Shoe Industry has been represented in Washington by a committee of men who have secured the confidence of our Government and therefore their suggestions have been given full consideration. The result is the present restrictions which have been adopted. These, I believe, are in no way injurious to our business, and we hope they will be helpful to the country. In fact, these very restrictions enable us, manufacturers, retailers, and tanners, to get together on a more intelligent basis in forecasting purchases than for many years.

There is another thing which must be considered and that is the financing of advanced purchases. The manufacturer cannot share this burden further than to pile up raw materials and labor costs in advance, for both of which he has to pay promptly; and I do not believe it is wise policy on the part of retailers to buy larger quantities than normal unless they can see their way clear to easily finance such purchases.

Co-Operation Means Reduced Cost.

I cannot commend too highly the spirit which prompts the getting together of the different branches of the shoe industry. The results mean a reduction in cost of production by the elimination of unnecessary styles, and this means more in lowering the cost of shoes than it is possible for anyone to realize who does not understand the matter thoroughly.

It is up to the retail shoe merchants to keep their

styles and their stores and their advertising most attractive to the women of their locality. They must maintain the feeling that exists now that it is a pleasure for women to go down town and purchase shoes rather than feel that it is a necessity which they deplore. If you do not do your part along these lines, women are likely to go back to the old times when their shoes

were the last item of wearing apparel which they purchased.

I am proud to be connected with an industry which during this world catastrophe of war has stood together as a unit with but one purpose pre-eminent; that is The Winning of the War regardless of what it may cost.

Official Interpretation of Style Recommendations

ANDREW C. McGowin, retail shoe member of the Hide, Leather and Tanning Materials Section of the U. S. War Industries Board, also spoke at the Boston Style Show, regarding the recent Government styles regulations and the position of tanner, leather manufacturer, shoe manufacturer, wholesaler, retailer and consumer. In view of the similar styles restrictions which will be put into effect in Canada much of what Mr. Gowin said will be of special interest and we are printing some extracts:

"What the War Industries Board in Washington has in mind is the conservation of everything in all lines of production—first to release capital and then man power and in doing that the wise heads there believe that we should restrict the many very beautiful shoes that your patrons have been putting out to you for the past three or four years. By reducing these to a minimum during the war, it will release just that much capital which will be of benefit, not only to the Government, but to ourselves.

How Recommendations Are Interpreted

"I happened to be Chairman at the National Conference on the Committee Board consisting of the various branches—from the last maker up to the retailer. This committee consists of about seventy-five people from the seven industries represented which have been holding conferences since September, last, advising the Government on the present regulations. These regulations are not made by the people in official positions at Washington, but have been made by your own representatives from each of the seven branches of the industry and even in spite of that fact, there has been some misapprehension with regard to what these restrictions mean. Therefore, I am here to tell the manufacturers, the wholesalers, and lastly and most important of all—the wearers of shoes—what the restrictions are and how they are interpreted by the committee which represents you all there—in Washington.

No Restrictions on Retailer.

I want this to sink deep into the mind of every shoe man and into the minds of the wearers of shoes—those not interested in production. "There are no restrictions—a man may sell the shoes on his shelves and sell the shoes he has ordered.

"I want to ask the retailer—if Mrs. Jones comes in and takes a clerk's time an hour a day for six days during the week in buying her Fall outfit of footwear—and some of the Mrs. Jones' do this—and it is not any too long when she will buy \$300 or \$400 worth of shoes—and then wants to have them cancelled because she misinterpreted something the retailer might have offered her—what would the retailer say?

"Retailers, I plead with you—for God's sake,—I

ask you not to cancel anything that you have signed your name to.

"If you have over-bought, swallow your own mistakes. If you have over-bought do not be afraid, because you can always find some one to clean your shelves—if you will give the merchandise to them at 50 cents on the dollar. Better lose a little than to cancel a thing you are liable for.

"The young man in introducing me said I have been 32 years in the shoe business—I have been in the shoe business for over 50 years, as buyer for almost that whole period and in that entire time, I have a clean record as to cancellation and can make the statement—'I never cancelled a shoe order in my life.' During all of this time, in a list of one hundred manufacturers from whom I have bought, I have occasionally found one that would take advantage of me—in not giving me what I bought—but he is the man who suffered when I took even the loss he thrust on me—not myself.

"All of these recommendations apply to all samples made for Spring, 1919. Shoe manufacturers may take those samples they had for the Fall of 1918 if they will plainly label them—'This shoe is made before the regulations came out and does not conform to these regulations, but is used as a sample in order to conserve material and capital, but in filling orders taken from this sample, the shoes will be constructed to conform with the recommendations of the War Industries Board.'

Analysis of Regulations.

"The first regulation we have is to the height of women's shoes. The maximum height of women's shoes, both leather and fabric, should not exceed eight inches, measured from breast of heel at side to center of top at side of finished shoe. There is no need for me to explain this—you all understand this regulation. There is no use to urge the excuse that fashion calling for very short skirts for women's wear necessitates 8½ or higher boots, because you see just as many short-skirted women wearing oxfords—it is just an excuse to help along the poor leather man,—who never makes any money (laughter)—to sell his leather.

"The maximum height of button shoes for women should not exceed 6½ inches, measured as above. No new styles on button shoes will be allowed to be made. This is no restriction on the part of the Government. What woman present here is buying button shoes to-day? No one except those who want comfort and ease—you see I take in both classes (laughter).

"The maximum height on misses' shoes, sizes 11 to 2, should not exceed 6½ inches, measured as above.

"The tops of all women's and misses' shoes should be straight cut, thereby eliminating wave tops. Now one-half inch of leather around the top is not very

much at first consideration, but it means a good many hundreds of feet of leather in the final consideration.

"Overgaiters—the maximum height of all overgaiters should not exceed eight inches. The tops of all overgaiters should be straight cut, thereby eliminating wave tops.

"All shoes (men's women's, boys', youths', misses', children's, and infants'), both leather and fabric, including the outside facing and trimmings, should be restricted to black, white and two colors of tan. The two colors of tan to be a dark brown or tan and a medium brown or tan. The term 'white' is used in its trade sense and does not include light gray, pearl, smoke, natural chrome, etc. These color restrictions do not apply to evening or house slippers, or baby shoes made of fabrics.

The Colors.

"Now in regard to the colors—black, white and two shades of tan, I would state, let the manufacturer of leather study how to make his skins even, clean and clear. For instance, sometimes you will see forty different colors in the leather in a workman's shoe. I imagine a cross roads, country dealer, carrying every commodity in his store, and whose store serves as the post office, as well as a shoe department, having to carry these colors in a workman's shoe! They have done this, because we have been foolish enough to encourage it. We were running wild—on even workmen's shoes.

"I hope after the necessity of working capital passes by and we have licked the stuffing out of Germany and all of her people, that you women will come back again and demand and demand all of the most fashionable shoes for your feet. I do not believe that there is a woman present—and not woman in America—who will ever go back to the disgraceful fashion, even when the skirts hid her feet and were dragging on the ground, of walking in footwear such as was sometimes worn.

The Importance of Footwear.

"There are three ends of both a man and women which are important—your head, your hands and your feet. A woman's bonnet is one of the primary considerations—then her gloves, and in recent years her feet. That is the best part of her, that is what supports her through life.

"The use of bronze is permitted in oxfords, pumps and slippers. Ask the women to buy some of your bronze oxfords and pumps. There should be a good sale on them.

The Interpretation on Lasts.

"Each shoe manufacturer is to confine himself to the lasts now in use in each of his individual factories, and not introduce, use or purchase any new style lasts. The last men have accepted this ruling cheerfully—they at first fought it, but decided that the ruling of the Board was eminently fair. Many retailers never want a last a second season. There are names I could call them, but they are among the retailers who do not make much money. We have all kinds of lasts—there are no new lasts needed—we have the pointed toe last, the medium round toe last, etc., etc.

"Wing tips and ball straps should be eliminated, except on men's and boys' heavy work shoes. Imitation tips are permitted.

"Cartons are not decided upon—this question is a bone of contention—when this is worked out properly,

to the satisfaction of the War Industries Board, special notice of instructions will be given out.

"The above are all the restrictions that are absolutely prohibited.

"The board suggests in addition to the above, or requests in so far as possible and wherever practical that you institute the following suggested methods of conservation:

"To use skeleton form or full fabric lining in low shoes where good quality of sheepskins have been heretofore used. This is owing to the Government use of sheepskins for jerkin leather. The Government has commandeered all of the No. 1 and No. 2 sheepskins in existence and is using these in making the jenkins or vests for our boys in the Aviation Corps.

"Now please follow this statement—no one can contradict it, because I have in my experience proved it beyond any doubt. For two years in every shoe we have retailed at \$7.00 and over in our two established stores where we did not have calfskin linings cut from offal, we had fabric linings, and they gave eminent satisfaction. All shoe retailers within the hearing of my voice will bear me out in this statement—there is nothing which destroys leather like perspiration and heat, except flame itself, because of the peculiar acids sweated out through your feet. I think that perspiration would not properly describe it—it is really sweat.

"Every now and then a poor woman, believing that she has been cheated, comes back and says: 'Look at that lining. It is worn here and has given poor satisfaction!' We try to persuade her that we will reline her shoe—she wants it done for nothing. I do not blame her if she can pull it off.

"A manufacturer of fine shoes from Brooklyn told me here to-day that I could not put on his feet any lining he could not perspire through. Inside of three weeks' time I am going to make for that man a pair of shoes and I will show him a lining he cannot destroy, made of cotton, with a satteen finish. We have been using them for two years—where we sell not a few pairs of shoes, and have never had one single complaint.

"Retailers should recognize this. The thing to do is to forget that such a thing as sheepskin lined shoes has ever existed—that sheepskin has not existed except



Prize-winning window of H. Grey Hodges, Chatham, Ont., in recent Scholl contest. Mr. W. Jones, display man, is \$10 to the good.

for the sock lining, which is rather expensive. The better people are going to buy fabric linings when they know how good they are.

Further Economies.

"The second suggested method of conservation is to use economical cutting patterns.

"The third is to co-operate with retailers and wholesalers to restrict the return of merchandise.

"The fourth is to reduce the number of new boot samples to be made for the Spring season of 1919. I do not believe that there is a manufacturer who needs to make up a single new sample pair for the coming Spring.

"The fifth suggested method of conservation is to discourage the purchase or order of unnecessary sample pairs of shoes for future buying.

"The sixth suggested method of conservation is to encourage the sale of low cuts and low effects. Is there any doubt in the mind of anybody that now is the time to have this corrected?

Retailers Discuss Possibility of a National Convention

ONLY one subject was discussed at the meeting of the Montreal Boot & Shoe section of the Retail Merchants' Association, held on July 25 the advisability of holding a national convention of shoe retailers in Montreal to consider the proposed restrictions as to styles, patterns, and so on, for spring goods, and other matters of interest to the retailers. The discussion brought out the difficulties attendant on convening such a gathering, and in the end a committee was appointed to confer with representative shoemen in other cities.

Mr. Geo. G. Gales, who presided, pointed out that a convention of this sort would involve a large amount of work. Mr. J. G. Watson brought up the question of financing the work, and suggested that it would cost at least between \$300 and \$400. The chairman remarked that the trade papers would no doubt assist to bring the convention before the attention of the retailers.

Some discussion on the question of the Government restricting fancy shoes followed, Mr. S. E. Wygant expressing the view that, while a majority of the retailers might not be in favor of this, they would be bound to conform to any restrictions.

The chairman said that the manufacturers had met and decided what they wanted; the interests of the retailers were not necessarily those of the manufacturers, and a convention to discuss such questions was desirable.

The meeting then discussed the question as to whether it would be possible to secure a really representative convention without which such a gathering would be of little or no value.

Ultimately, on the motion of Mr. Wygant, seconded by Mr. A. S. Many, the following resolution was adopted: "That a committee be appointed to meet with similar committees to organize and form a Dominion Council to consider and deal with questions arising in connection with the distribution of boots, shoes and rubbers."

The following comprise the committee: Messrs. Geo. G. Gales, C. R. Lasalle, S. E. Wygant, L. Adel-

stein, A. de Montigny, A. S. Many, A. E. Jones, L. Hoffman, and J. T. Lemire.

Meeting of Toronto Retailers.

A meeting was also held by the Toronto shoe retailers at which it was decided to co-operate with the Montreal association in every way possible, in order that all assistance might be given to the War Trade Board in the formation of any regulations required. A committee was appointed to deal with the various necessary matters. This committee is composed of the following: W. T. Fegan, chairman; J. H. McLelland, secretary and Messrs. Levy, Waller, Jupp, Budreo and Shinnick.

Pro Patria

Mr. Adolphe Lecours, managing director and secretary-treasurer of the Canadian Footwear Co., Ltd., Montreal, has received many expressions of sympathy on the death of his eldest son, Corporal Adolphe Lecours, Jun., nineteen years of age, at the front. He was killed while fighting at Chateau Thierry. Over a year ago he expressed a desire to aid France in her heroic defence, and joined the Foreign Legion. About four months ago he was wounded in the shoulder, but speedily recovered, and again went into the firing line.



Corporal Adolphe Lecours

He was an efficient and brave soldier, and a short time ago was made a corporal. Eight days before his death he was decorated with the Croix de Guerre for bravery. His family had hoped that he would have been granted leave of absence for a visit to Canada, and the news of his death came as a cruel blow to their anticipations. Before joining the French army, Corporal Lecours was engaged at the Pointe-aux-Trembles factory of the Canadian Footwear Co.

South Sea Islanders are said to be very proud if they can get hold of a pair of European shoes. They are especially gratified if they acquire a pair that squeak, or, as they call them, "shoes that talk." A story is told of a South Sea Islander who came into church with shoes merrily a-squeak. He walked proudly to the front, and, removing these shoes, dropped them out the window, so that his wife might also have the pleasure of coming in with "talking shoes."

Repairers' Annual Outing and Sports

Toronto and Hamilton Associations Gather at
Niagara Falls



JULY 17 brought with it the long anticipated second annual outing and sports of the Toronto Shoe Repairers' Association at Victoria Park, Niagara Falls. The weather was all that could be desired and, embarking on the Steamer "Cayuga" at 7.30, the

gathering, which was of considerable size, enjoyed the pleasant two hour trip across Lake Ontario and up the Niagara River to Queenston from where the completion of the journey was made by electric car to the Falls.

The Association musicians never strayed far from the piano in the main cabin on the way over so that those who were partial to the syncopating melody found the time pass quickly. C. F. Wren even unburdened himself to the extent of one perfectly excellent Hawaiian hula hula dance.

Plenteous appetites had been acquired on the way over and the immediate occupation of the moment after arriving in Victoria Park was the opening of sundry and numerous baskets and parcels.

The programme of sports started at 1.30 and each event was well contested. The prizes were specially attractive, donations in money and merchandise being received from the following firms: C. S. Hyman & Company, London; Beardmore & Company, Toronto; United Shoe Machinery Company; Charles Parsons & Sons; Dunlop Rubber Company; F. F. Dalley Corporation, Hamilton; Breithaupt Leather Company; P. B. Wallace & Son; Joseph King; Charles Tilley & Son; Philip Jacobi; Goodyear Rubber Company; Gutta Percha & Rubber Limited; Domestic Specialties Co., Hamilton; Nonsuch Polish Company; Nugget Polish Company; Canadian Consolidated Rubber Company; Miner Rubber Company and Anglo-Canadian Leather Company.

The judges of the races were Walter Burnill and Mr. Lewis; Charles Geeves being the starter. Here are the events and the winners as closely as they could be kept track of:

- 100 yards (Handicap) open to all members of Toronto Association—
 - 1st prize, handsome rocking chair—F. Barrie.
 - 2nd prize, handsome clock—J. Ozard.
 - 3rd prize, set of carvers in case—F. Barker.
 - 4th prize, pair sporting boots—J. W. Hendry.
- 100 yards open to all married members of Toronto Association—
 - 1st prize, handsome silver tea set—J. Ozard.
 - 2nd prize, clock.
 - 3rd prize, half gross Black Cat dressing—Mr. Ketsen.
 - 4th prize, sporting boots—A. Canning.
- 100 yards, employees' race—
 - 1st prize, clock—Mr. Lewis.
 - 2nd prize, silver casserole—Mr. Pinniger.
 - 3rd prize, sport shoes—Mr. Robertson.
- Special Gents' Race, open to all members—
 - 1st prize, handsome silver cake basket—Mr. Skilling.

- 2nd prize, Gillette safety razor and outfit—Mr. Burnett.
- 3rd prize, shaving set—J. Ozard.
- Fat Man's race, 50 yards—
 - 1st prize, club bag—Charles Geeves.
 - 2nd prize, clock—Mr. Stemford.
 - 3rd prize, quarter gross Black Cat dressing—Charles Wren.
- 50 yards' race, men over 50 years, Association members—
 - 1st prize, watch—Mr. Barker.
 - 2nd prize, sport shoes—Mr. Burnill.
 - 3rd prize, safety razor—Mr. Wren.
- Association race for wives of members of Toronto Association—
 - 1st prize, set of cut glass dishes—Mrs. Bastock.
 - 2nd prize, mesh bag, Mrs. Robertson.
 - 3rd prize, jewel case—Mrs. Duffin.
 - 4th prize, sport shoes.
- Open race for single ladies—
 - 1st prize, silver photo frame—Miss McGiffin.
 - 2nd prize, Manicure set—Winnie Mould.
 - 3rd prize, fruit dish—Viola McBride.
- Special ladies' race, open to members' wives only—
 - 1st prize, handsome cut glass jug—Mrs. Smallwood.
 - 2nd prize, cut glass bowl and mirror stand—Mrs. Bastock.
 - 3rd prize, jardiniere stand—Mrs. Robertson.
 - 4th prize, silver spoon—Mrs. Barrie.
- Open race for married ladies—
 - 1st prize, tea pot—Mrs. Robertson.
 - 2nd prize, —
 - 3rd prize, cheese dish—Mrs. Barry.
- Fat ladies' race—
 - 1st prize, umbrella—Mrs. Barrie.
 - 2nd prize, pocket book—Mrs. Robertson.
 - 3rd prize, hair brush—Mrs. Wager.
- Boys, 6 years and under—
 - 1st, 2nd, 3rd, 4th prizes (Selected).
- Boys, 8 years and under—
 - 1st, 2nd, 3rd, 4th prizes (Selected).
- Boys, 12 years and under—
 - 1st prize, Nugget outfit.
 - 2nd prize (Selected).
 - 3rd prize (Selected).
 - 4th prize (Selected).
- Boys 16 years and under—
 - 1st prize, rubber boots—Willie Marshall, (2) Tommy Moulds, (3) Albert Duffin.
- Boys' Wheelbarrow Race—
 - Two 1st prizes, 2 pairs sporting boots—Wallace Smallwood and Arthur Barnes; two second prizes, Nugget outfits, Harry Mockridge & A. Lambden.
- Girls, 6 years and under—
 - 1st, 2nd, 3rd, 4th prizes (Selected).
- Girls, 8 years and under—
 - 1st prize, set of jewelry.
 - 2nd prize, box of handkerchiefs.
 - 3rd prize, box of chocolates.
- Girls, 12 years and under—
 - 1st prize, hand purse.
 - 2nd prize, school box.
 - 3rd prize, book.
- Girls, 15 and under—
 - 1st prize, perfume atomizer.
 - 2nd prize, perfume.
 - 3rd prize, box of stationery.

After the prizes had been given out Mr. C. F. Robertson called all the little children up on to the platform and presented each one with some little toy. Charlie was the official speech-maker and announcer of the day and was just as painstaking in finding the

Impressions at the Repairers' Picnic



(1) One of the groups watching the races. (2) Close-up of Walter Burnill and F. S. Lewis, sports judges. Wonder what Mr. Burnill is looking at so intently. (3) Tanks in action. Start of the fat men's race. (4) Niagara Falls—Scenic Wonder of the world, as they say in the railway folders. And the repairers had their picnic right beside it. (5) Undeniable proof that the married women could run, too. (6) Charles F. Wren, of Toronto, and President John Ross, of Hamilton—both so big we couldn't miss 'em. (7) The silk hat presented to Mr. Thornton, of Hamilton. Mr. Thornton is also in the picture. (8) J. W. Hendry, vice-president, and President Hayward, of the Toronto Association. Both helped make the picnic a success. (9) A Puzzle picture—what would happen to Arthur Butterworth if they all got up suddenly and left him on the end of that bench? (10) Some of the prizes just before the sports started.

owner of a small purse containing 4 cents as he was in restoring to its owner a small ticket case of doubtful value, even going to the extent of "kidding" the park policeman when that worthy officer seemed inclined to doubt whether Mr. Hayward, the Association president, could be trusted with the purse containing 4 cents until the owner was found.

The members of the Hamilton Shoe Repairers' Association arranged their annual outing for the same day so that the two gatherings were side by side. It had been anticipated that, after the sports were run off, the members of the two Associations would cavort with the globule, (slang for baseball), but somehow or other the event did not materialize. However, in various ways the picnickers all enjoyed themselves for the balance of the afternoon until it was time to make the return journey. The "Footwear" editor had his camera along and succeeded in getting a few snaps from which the group on the opposite page was prepared. Two of the pictures were kindly loaned by Mr. Hayward. Not bad for an amateur, eh?

Hamilton Repairers' Picnic

A FEATURE of the double picnic at Niagara Falls, on July 17, was a race between the members of the Hamilton Repairers' Association and the members of the Toronto Association. This was easily won by Mr. J. Pilling, of Hamilton, the prize being a box of "see-gars." And it was just a short while ago when the Hamilton boys put it over the Toronto aggregation in that famous baseball game. However, C. F. Robertson of Toronto has been appointed captain of the Toronto team and has been making them take off weight down on the Don Flats, practicing in their spare time. So it might not be all jam and honey for the Hamilton "pill swatters" when they come down to Toronto this month.

But getting back to the picnic—President John Ross, of massive stature, conducted the proceedings with ability and eclat—if you know what that means—and the 60 odd members and their wives and friends passed a very happy day. A number of them motored from Hamilton and many took the train.

Among the cash contributors to the Association's picnic fund were the following firms: C. S. Hyman & Company, London; Goodyear Rubber Company, Hamilton; A. J. Angus, Hamilton; Charles Tilley & Son, Toronto; Domestic Specialty Company, Hamilton; C. Parsons & Son, Toronto; A. E. Alexander, Hamilton; P. Jacobi, Toronto; John Lennox & Co., Hamilton; United Shoe Machinery Company, Toronto; P. B. Wallace & Son, Toronto; Gutta Percha & Rubber Limited, Toronto; Dalley Corporations Limited, Hamilton; Alexander Hardware Company, Hamilton.

The following constituted the program of sports and the winners in each case:

1. Girls' Race, 12 years and over—First, Vanity set, Winnie Gent; second, skirt hanger, Emma Ludwig; third, hand mirror, Miss Durand.
2. Girls' race, 12 years and under—First, hand bag, Annie Wilter; second, handkerchiefs, Winnie Gent; third, child's tea set, Miss Burnell.
3. Boys' race, 12 years and up—First, indoor baseball, H. Pacey; second, baseball bat, H. Durand; third, jack-knife, D. Surridge.
4. Boys' race, 12 years and under—First, mouth organ, Ketson; second, jack-knife, Mockridge; third, rubber ball, Pilling.

5. Men's race, over 50—First, club bag, Mr. Thornton; second, thermos bottle, Mr. Hunt; third, tobacco pouch, Mr. Sumerlin.
6. Married ladies' race—First, boudoir slippers, Mrs. Jennings; second, Olive dish, Mrs. Clark; third, pepper and salt shaker, Mrs. Snelling.
7. Men's race, under 40—First, carving set, Mr. Pilling; second, military brushes, Mr. Yankoo; third, coffee pot, Mr. J. Jarvis.
8. Single ladies' race—First, boudoir slippers, Miss Moulds; second, manicure set, Miss Gent; third, hair brush, Miss Ludwig.
9. Men's race, over 30—First, complete shaving-set, Mr. Jarvis; second, umbrella, Mr. Yankoo; third, collar box, Mr. Tebbs.
10. Men's race, 40 and over—First, Gillette razor, Mr. Ludwig; second, shell vase, Mr. Williams; third, teapot, Mr. Thornton.
11. Men's race, 40 and under—First, merchandise, A. E. Alexander, Mr. F. Clark; second, Big Ben clock, Mr. Tebbs; third, watch, Mr. Pilling.
12. Small children's race, six prizes—Boys, J. Wilman, J. Gent, G. Hills; girls, E. Clark, M. Gent, H. Jarvis. Candies for the children.

Special drawing for Goodyear Rubber Co. Prize won by Mr. F. Wilman.

Special drawing for Domestic Specialty Co. Prize won by Mr. Pilling.

Consolation race for men—First, Merchandise, Gutta Percha Co., A. R. Wilton; second, Fibre soles, F. Wilman; third, shoe polish, D. Surridge.

Consolation race for ladies.—First, blouse, Miss Shearns; second, blouse, Miss Brown; third, shirt waist, Mrs. Beauchamp.

The Event of the Day.

Ranking in first importance in the proceedings of the day was the presentation of a silk "tile" to J. Thornton, the well-known Barton Avenue repairer. It will be remembered that Mr. Thornton frolicked at the recent baseball game at Burlington Beach attired in one of those big straw farmer's hats—and other things of course—so it is more than likely his fellow members took pity on him and decided that a really bang-up piece of headgear was just the thing to show their appreciation of him. In our group photograph in the July issue of Footwear Mr. Thornton is shown wearing the old straw—this time we've snapped him with the new "topper" and it is a privilege accorded only to the "Footwear" editor, because J. T. has it doped out that his hat might lose some of its lustre if exposed too often to the photographic film!

Tempers Leather in the Cellar

A Toronto shoe repairer recently showed us a stock of about \$1,000 worth of No. 1 sole leather which he had stored in his cellar. The floor was of dirt and consequently fairly damp. The leather that had been in the cellar for some time was, therefore, very mellow—some of it even moldy. The repairer told us this stock was left in the cellar until required—then it needed no tempering—cut like a piece of cheese and was very easy to work.

The A. Kerr Company, Limited, of Orillia, Ont., have taken out a permit for a large hide and wool warehouse on Weston Road, near St. Clair Avenue, Toronto, the cost to be approximately \$40,000.

Repair Shops Need Cleaning Up

IT is generally acknowledged that shoe repairers have never enjoyed more prosperity than they are to-day. It is the common theme of all speech-makers at the repairers' gatherings that their trade is being looked up to, whereas they used to be looked down on. They are striving to overcome the word "cobbler." They all feel it is the opportune time to put their business on a level with other businesses.

And yet how many shoe repair shops do you know in any one city where the average woman cares to enter? Naturally a lot of people are patronizing shoe repair shops—fastidious people too—but isn't it rather because they **have** to than because they **want** to? Is it not possible that the repair trade is neglecting the building of the necessary foundation for the future when the attitude of the public towards shoe repairing will quite possibly undergo a reversion? How can we put the repair business on a higher footing when the average shop presents, on a smaller scale, the aspect of an overworked boiler foundry? How many stores are there where the average woman would care to go and wait for her shoes to be repaired? What does she generally find? Premises dark, dirty and dingy with the certainty of one, two or all of the workmen smoking, the example being set by the proprietor himself.

Our ideal of a really up-to-date repair store is one in which all the muss and muck of the shop—if there needs to be any at all—is kept out of sight of the customer. Let there be a small business office with proper seating accommodation and privacy, and a workshop at the back. We venture to say that the cost of such an arrangement could be met many times over in increased profits. Findings alone, properly displayed in a business office of this kind, should cover the added expense. We have been in dozens of repair shops in the recent past where findings are sold but there has never been any special display appeal to induce the customer to buy something he didn't come in for.

In any event clean up, spruce up and straighten up. Think seriously of segregating your workshop and receiving your customers in a nicely painted, clean and light business office. Cut out the rough stuff—the dirt and grease, the pipe and untidy surroundings. Be dignified. If you can't, don't talk of elevating the repair business to any higher plane than it ever was—you're not big enough for the task.

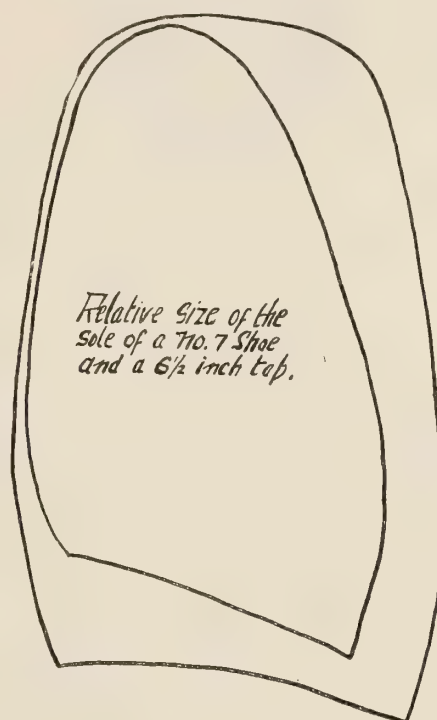
Through association work shoe repair men have secured increased prices, shorter working hours, co-operative buying schemes and a friendly spirit among one another. But in the eyes of the public are these matters that indicate any elevation of the shoe repair trade. None of these "uplift" movements will likely ever get you any more business. As a result of these activities, however, the way is clear to continue the good work along more trade producing lines. You cannot elevate your business on such purely selfish reforms as have already been inaugurated. Shoe repair associations should strive to introduce reforms that will make it easier and more pleasurable for the public to have their shoes repaired. If the repair business is to become established in the same class with other recognized lines of merchandising, this can best and quickest be brought about by adopting the same standard of service.

The annual picnic of the Dunlop Tire and Rubber Goods Company was held at Victoria Park, Niagara Falls recently—about 1,000 employees and their families attending.

A Much Needed Reform in Tap Sole Cutting

THE sole leather tanners of Ontario have under consideration the changing of their die sizes for tap soles to conform more closely with the modern, narrow-pointed footwear. Ever since the first cry for conservation of leather arose it has been a source of some dissatisfaction to all thoughtful and loyal shoemen why tap soles continued to be cut on the straight die, necessitating the cutting off of a generous piece of one corner in addition to the regular trimming down all around.

Many repairers prefer to buy their sole leather by the side as this enables them to choose certain parts of the hides for certain classes of work and also for the reason that it is cheaper. The advocates of the tap



The saving that could often be effected by using shaped taps

sole on the other hand claim that they are easier to keep track of; less difficult to figure costs and check up workmen.

However, these are days of conservation and if we are to have the tap sole let us eliminate the waste at present connected with it. This waste occurs not alone in the repair shop but also in the tannery, where the tanner loses a certain percentage of his hide when the tap is cut with a "straight" die, instead of a shaped die. It has been said that the tanners of the United States have ridiculed our adherence to the "straight" method of cutting taps. Certainly the time is at hand when we can no longer afford to stay with the methods of former years.

Several thousand shoe workers in Haverhill, Mass., recently went on strike for a 20 per cent, wage increase.

Sidney C. Wilson, of Rochester has patented a process for making shoes sewing the out-sole, upper and in-sole in one operation, with an inside channel. The shoe will neither be a welt, McKay or turn but will be known as the Wilson process shoe. It is claimed to be much quicker than any other method.

What is New in the Styles Situation

THE question of spring styles will, this fall, be more perplexing than ever. In the United States the recent government ruling prevents turning out any new lasts and the problem is to get up something a little different on the lasts in hand. In a current issue the Shoe Retailer prints a resume of style and general conditions in the Metropolitan shoe trade. It is stated there will not be very many changes—anything at all being in the nature of new perforations or stitchings.

Placing Spring Orders.

Seemingly the shoe trade of this section and most likely throughout the country is going to follow that old adage, "the early bird catches the worm." From opinions expressed by many of the trade it is gleaned that orders for spring merchandise will be placed as early as opportunity affords. As many view it, the quicker and sooner they can place their orders the better they will like it. This great change in attitude from that which existed but a short time ago is nothing short of marvelous. But conditions and times will change any set standard of rules and present times are witnessing such rapid changes that the retailer deems it a favor to be allowed to place his orders as early as possible. In previous times he would wait as late as possible. This phenomenon is due, as the trade is aware, to the uncertainty of manufacture and delivery of merchandise. With styles almost certain to be of a stable nature, the trade is not taking any unnecessary chances by placing their orders far in advance of their previous custom.

No doubt, the trade when placing these early orders for spring merchandise will not put all their eggs in one basket. They will place these orders, but these orders will be only a part of what they will be placed at a little later date. Better to get orders in as early as possible to assure delivery of most if not all the merchandise wanted, than to wait until too late a date and the face then uncertainty of a possible non-delivery. Safety first.

Buckled Footwear.

For the past few months, articles have appeared in these columns discussing the probability of buckles as a factor in the selling for the coming spring and summer seasons. Opinion was ventured at these times that ornamental footwear seemed to have a bright future.

It has been learned that manufacturers are buying more heavily of shoe ornaments than they have since ornaments on shoes were in vogue about five years ago. There seems to be an under-current of feeling that small tongued colonials, small tongued pumps and plain pumps will rule among the big favorites, these styles to be ornamented with pretty, neat, buckles to match. In the ornamentation of footwear, shiny leather will play a most important part.

From all indications patent leather in the styles mentioned above will be largely used and ornaments of jet will be used for dress-up purposes.

Ornamented footwear has now been talked of for a few seasons past, each season getting us just a step nearer to the goal. It would seem that the coming

spring and summer season will witness ornaments reaching the great goal of popularity.

Retail shoe merchants have no objections whatsoever to a vogue of shoe ornamentation. If anything they will greet this style with open arms. It is only necessary to go back to the time when ornaments had their greatest run. Those were the days when the retailers cleaned up additional profits by the sale of ornaments. It is a time they will not forget and they live in the hope that those conditions may again come about.

During the past season, cut steel buckles at most all times were at a premium, not only because they were so hard to secure but also because there was a very gratifying demand for them by the public. Doesn't this seem to be a forerunner of what is to come next season in the way of shoe ornamentation? Manufacturers seem to think so as well as a great number of shoe merchants.

When the new spring line goes out for the approval of the retailers, it will not be surprising to see quite an array of low cuts with shoe ornamentation. In line with the expected call for buckled slippers, many new creations of shoe ornaments have been brought forth.

An Early Start For Low Cuts.

For the season of 1919 the sale of low cut footwear seems to promise well. The trade seems to be of the same opinion as last year for the same period. Then they expected the sale of low cuts to start at the very beginning of the year and they were not disappointed in their expectations. The coming season should witness a duplication of the call that existed last year. To many of the trade it would not be at all surprising to see low cut footwear sell throughout the winter months. Why low cuts should prevail early favorites in the call is answered by the government regulation calling upon the trade to encourage the sale of low shoes throughout the year. New York merchants in resolution have agreed to push the sale of low footwear at least nine months a year.

What Will Sell?

The question as to what will sell during the coming season is one not lightly passed by. Opinions pick three styles. Pumps, oxfords and small tongue colonials. Many advance the theory that pumps will start the selling season with a change towards oxfords later on, colonials coming in towards April or May. Others just reverse the first two named styles. Oxfords to start off the season and hold sway until the warmer weather arrives, Colonials coming in after Easter. It seems that either one way or another the trade will not be wrong in buying these styles.

Heels.

The matter of heels seems to be a foregone conclusion. Low heels on oxfords are to be favored especially in heights of from one and a half inches to one and three-quarter inches. Covered heels will maintain their favorable position. The trade believes that leather heels in the height mentioned above will

be even stronger for the coming season than they were last year. But even with this gain in popularity, it does not seem possible to them that leather heels as a whole will outsell the covered type. It is believed that the proportion of selling will be about sixty to forty in favor of the covered type heel.

High Shoes.

High shoes are not looked upon with very much favor for the spring and summer. Naturally it is understood that there will always be a certain proportion of the public who will wear high shoes, but that proportion according to all indications will not be increased to any great extent during the coming seasons. For January and February high shoes will take the lead in the call but from then on the drop in the selling of this footwear will be great, low cuts coming in by leaps and bounds.

In summer footwear white canvas high shoes should lead the procession, followed by white kid and buck and suede. Canvas for the leaders because from an economical standpoint they are the ideal shoes.

Leathers.

As to what types of leathers will be most prominent in the selling, the government has recommended just a certain number, black, white and two shades of tan, also patent leather. The choice is not very great and from all information and belief, all of these leathers will come in for excellent treatment by both the trade and the public.

Patent and dull leather should open the season very strong. The dark shade of tan especially in the walking type of shoe should also be well up in the running. The trade seems to be giving preference to the dark shade of tan over the medium shade. Both these colors should be good. White will come in for its share of the business when the proper time arrives.

Evening Footwear.

There seems to be more and more of a leaning towards satin slippers for evening wear. At the early part of the season satin slippers were ordered to some extent in a way that put them in the also ran column. But somehow or other in the past few weeks the trade seemed to have experienced a change of heart for they are now buying satin evening slippers. Now that the government is urging conservation perhaps it might be a good idea for more of the trade to follow this ruling of conservation in a way other merchants are doing. These merchants when buying satin evening slippers do not order every color of the rainbow. They just buy black and white evening slippers, more of the latter than the former. When a customer comes in to match a gown these gentlemen have their own dyeing outfit and within twenty-four hours can deliver to their customer almost any shade desired. If necessary, the delivery can be made in much less time than twenty-four hours. This practice is not new by any manner of means but it is one which more and more of the trade should follow. It is playing the safe game and at the same time meeting every demand the trade might make for colored satin evening slippers.

In connection with evening footwear for fall there is quite a little talk and quite a fair sized demand for evening slippers of bronze. Bronze has been talked of for some time as a most likely seller for the fall season.

An Experienced Road Man

Mr. John Ferron, is one of the older school of shoe salesmen. He now represents the Canadian Footwear Co. Ltd., of Montreal, and J. A. & M. Cote, of St. Hyacinthe, in Eastern Ontario, a district which



he knows as a book, for he has travelled there for several years. Formerly Mr. Ferron was with Ames Holden McCready, Ltd.

"Idle Boasting"

THE Goodwin Shoe store advertisements, (119 Hastings Street, East, Vancouver), are always of very high standard and, in a quiet way have done much to combat the misleading advertisement evil. One of their most recent advertisements reads as follows:

IDLE BOASTING

is something this store has absolutely refrained from since its beginning, eleven years ago. Goodwin's Good Shoes have stood the test on their merits only.

Thousands of walking testimonials verify this statement. The principle of this business has not been to give bargains of this type:

"Very special for to-morrow—Men's
\$8.00 values for \$6.45."

How can they do it? Just this way: Take, say, a \$6.00 shoe, inflate the price \$2.00, which makes it \$8.00, and sell it to you at the "remarkably low" price of \$6.45.

Moral—Don't try to get something for nothing. Goodwin's Good Shoes will satisfy you to the limit, both in Quality and Price.

One feels, after reading this advertisement, that the Goodwin store would certainly be a "good" place to buy one's shoes. Such publicity is very commendable.

Represents A. M. Creighton & Company

Mr. Harry E. Thompson, of the Thompson Shoe Company, Limited, Mappin & Webb Building, Montreal, has been appointed representative in Canada for A. M. Creighton & Company of Lynn, Mass., and will handle their excellent line of welts and McKays.

Globe Shoe, Limited

IT is often said, and no doubt with a good deal of truth, that it is almost impossible to economically manufacture shoes in a small town, owing to the difficulty of securing efficient labor. The obstacles are undeniable, and hence we see that shoe factories have a strong tendency to locate in large cities or towns—at any rate so far as province of Quebec is concerned. There are exceptions to this rule, and one is that of the Globe Shoe, Ltd., Terrebonne, P.Q. In this instance the executive, instead of importing skilled labor, decided to train the local help, with entirely successful results.

The Globe Shoe Ltd., commenced operations last October, and the business secured up to date has fulfilled the expectations of the management. The company make the Globe pillow-welts and turns for growing girls, misses, and children—all staple lines. The pillow welt has a cushion insole, and is a specialty of the company. In turns, the company has special lines of fat-ankle shoes for women.

The factory, finely situated close to the river, was specially designed and built for the manufacture of shoes. It is a model of its kind, exceptionally well laid out, and lighted on four sides. The construction is of a very heavy type, the walls being of solid brick and concrete, the floors and stairs of hardwood, the roof of B. C. timber—altogether a very substantial building—of three floors, with provision for additional stories if



Mr. J. B. Hurteau

required. The factory is equipped with fire-proof doors and outside fire-escapes. All the lavatories are outside the working rooms. The building is 100 x 45 ft. and stands on a site 200 x 125 ft. It is electrically lighted and driven by electric power, a motor being installed on each floor. Heat is supplied by a furnace located in a concrete fire-proof vault.

The top floor is set apart for the cutting, fitting and lasting departments, each divided off by partitions; the middle floor contains the bottoming room and the general offices; and the ground floor the sole leather room, treating department and the shipping room. The last named floor has a concrete covering.

Mr. J. B. Hurteau, the managing director, has been in the shoe business practically all his life. He has had a good many years' practical experience as an opera-

tor and knows the game from the management and sales ends, for he has been superintendent, salesman, buyer, general manager, and also proprietor. He originated the Star Shoe Company of Montreal, and resign-



Mr. A. Z. Poitras

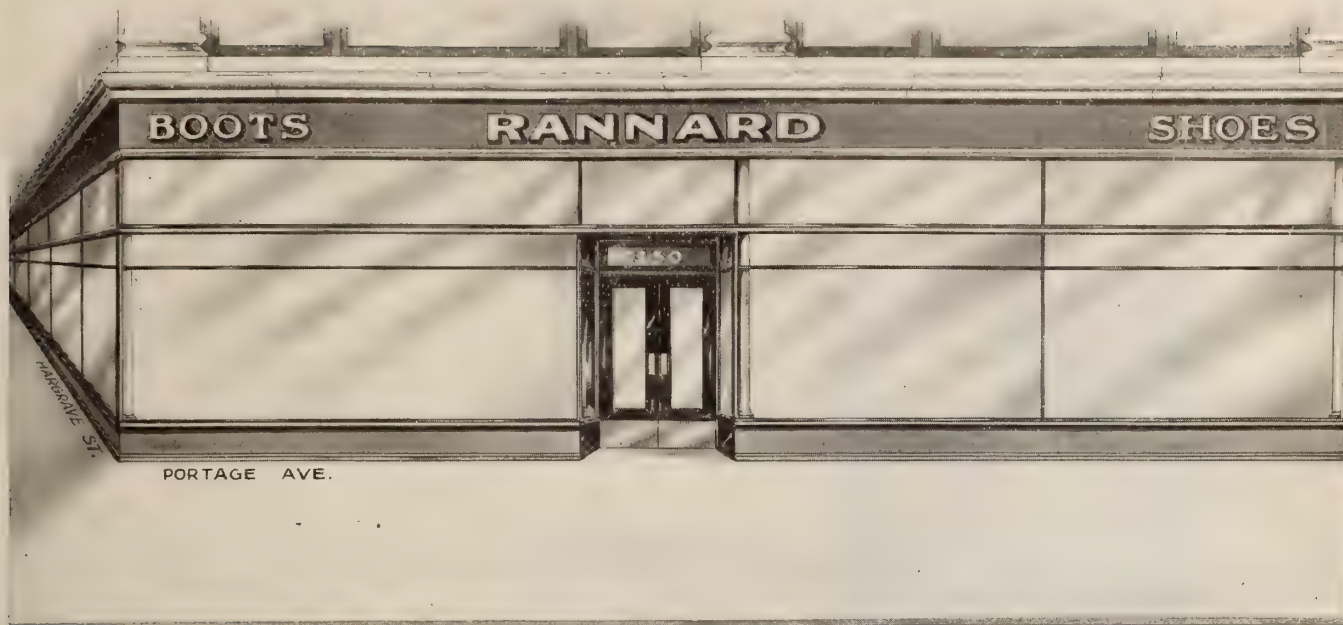
ed from that company to start the Globe Shoe Company.

Mr. A. Z. Poitras, the superintendent, has worked with Mr. Hurteau for 25 years, the two having occupied positions in the same firms practically all this time. This is an example of team work which one does not often encounter. After this long experience, particularly in the lines they are now engaged in, it is evident that they should know how to manufacture high-class goods.

Service Is Advertising

"While I do little or no advertising in the daily papers," said a Montreal shoe retailer, "I advertise in another way. By that I mean I give service to my customers. In my view this is one of the most effective means of advertising. It helps to retain customers, and this, after all, is what all retailers are trying to do. Of course, courteous treatment must be accompanied by giving value, for, without this, it is useless to expect that you will keep your customers. People are no doubt attracted by newspaper advertisements, but the expenditure is wasted unless you can back up your printed words by offering good value. Another excellent way of advertising is by means of attractive window displays. Change them often, and do not be afraid of spending money in this direction. Many years' experience has taught me that money laid out in this way is well spent. When once you have got people into the store don't forget that courteous attention goes a long way towards inducing customers to come again and again."

The Director of Raw Materials, War Office, England, has issued a statement advising the necessity for economy of leather in repairing. The public are requested, on the advice of the repairer, to have their boots patched on the soles and heels. Warning is given that unless economy is exercised in this direction the public may be deprived of future supplies of leather for repairing.



Main Entrance of Rannard No. 2 Store as it will look on completion.

The New Rannard Store

RANNARD Shoe Limited, Winnipeg, Man., have signed a lease for the premises formerly occupied in the Enderton Block, which was destroyed by fire last January. In addition to this space they will take in the adjoining store also. The ground floor space is approximately 35 by 107 feet. Construction work is not sufficiently advanced as yet to permit a photograph being taken but we are reproducing herewith an engraving made from the architect's drawing showing how the store will look from the exterior. The owners of the building expect to have it ready for occupation by November 1. The Rannard store will have a seating capacity of 125 chairs, without overcrowding, and accommodation for 25 sales people. At the front of the store a considerable space will be given over to a findings and hosiery department, Mr. Rannard stating that it is his intention to carry a complete stock of hosiery for men, women and children. An expert window dresser will be engaged and will give his whole time to making the windows attractive and sales-producing. Reserve stock will be kept in the basement and two hand elevators are being installed so that goods may be easily handled.

Rannard Shoe Limited have three stores in Winnipeg and carry a stock of \$200,000, the firm being capitalized at \$150,000. Mr. C. F. Rannard, the president, is now on an extended trip throughout the Eastern United States and Canada collecting ideas to embody in the layout of this new store and also buying new stock.

A nimble nickel is better than a dead dime.
Rapid turn-overs increase the bank balance much
quicker than bigger profits long in the making.

Produce and Save

The management of the Canadian National Exhibition have distributed this year a poster entitled "Produce and Save." Production is impersonated by a young maiden, "Agriculture," who is shown with a graceful, powerful stride scattering the grain broadcast over the prepared land. In the background are shown the exhibition buildings, as typical of the time and place where we are taught how best both to produce and to save. The poster draws attention to the date of the Exhibition, August 26 to September 7, inclusive, and, briefly, to the most prominent features, which include 1,200 performers, a spectacle of courage and faith in "Britannia Militant," the usual varied and complete exhibits of farm products and live stock, and an unusual display of tractors and other man-power saving devices. In view of the importance of agriculture in winning the war, our national exhibition should attract more than ordinary attention this year.

Government Price Fixing

The Price Fixing Committee of the United States have agreed upon maximum rates for domestic packer hides for August, September and October as follows: Number one native heavy steers 30 cents, branded cows 23 cents, heavy Texas steers 28 cents, heavy butt branded steers 28 cents, Colorado steers 27 cents. These prices are 3 cents below the maximum prices established for May, June and July. On country hides the new maximum prices are extremes, 25 to 45 pounds, 22 cents; buffs, 45 to 60 pounds, 21 cents.

Meetings of Canadian tanners have been held recently to discuss the proposed action of the Government to introduce similar measures in Canada. Collective buying at fixed prices will, it is thought by many tanners, be in force at an early date.

"Children's Footwear," Limited, has been formed with a capital of \$35,000 to carry on the business of shoe manufacturers. The Company's place of business is 1-3 St. Alexander Street, Montreal. Mr. Braunstein is the manager.

J. A. Coleman from Ireland

There is no better known salesman in the shoe findings trade in Montreal than Mr. J. A. Coleman, of the United Shoe Machinery Co. of Canada. He comes we believe from the Emerald Isle, and all his acquaintances—and they are a numerous tribe—are persuaded that he has kissed the Blarney Stone. But he gets the



Mr. J. A. Coleman

business. For 16 years he has been with the United Shoe Machinery Co., and for ten years has been on the road—and naturally is now mighty proficient in telling the virtues of his wares. He has just recovered from a serious automobile accident, and is once more out and about looking up his friends and customers.

The Rule of Six

A VERY handy short method of figuring profits was recently outlined by Mr. A. H. Geuting, secretary of the National Shoe Retailers' Association. He characterizes it as a rule of 6, and it is applied as follows:

"Take the cost of every shoe that comes to your house, add a cipher and then divide it by six and the result will be the proper price for your merchandise. It will yield you 40 per cent on the selling price of your shoes. If you feel that it is more than you need to get because the expense of your business may only be 15 or 20 per cent, you can take 5 per cent or 10 per cent off, but always find out what 40 per cent means, because that is the price that the big city man must get, and whenever you sell it for less than that, you are selling it closer than the big merchants of the country can afford to sell it. Now I will give you two examples, one on a woman's shoe and one on a child's shoe, and it might be well for the reader of this paper to put it on a blackboard.

"First, a woman's shoe costing \$5.25, divide it by six after you have added a cipher, making it \$52.50, and you have a selling price of \$8.75.

"Second, a child's shoe costing 90c., add a cipher, making it 900, divide it by 6 and the price is \$1.50. That is the way shoes must be sold in big cities to yield a profit. Whatever you do less than that should be based upon how much less it costs you to do business in your town. I find that where the shoe is a

novelty and short lived style, I would mark it still higher.

"Last, but not least, you will find that this Rule of 6 will give you odd figures for your merchandise, and that is the best thing that you can institute in your house. Don't get it into your head that you must sell shoes at fixed prices. This fixed price scheme that we used to have did more to ruin the profits of the shoe business both in manufacturing and tanning than anything that we have to deal with. It was unscientific, inelastic and fatal to business success. Stick to your Rule of 6 and let the price be what it may. Have the nerve to mark them accordingly and when you come to add things up next year, every one of you will be better merchants, more enterprising merchants, and more successful merchants than you are to-day."

Montreal Trade Active

The shoe manufacturing business in Montreal is satisfactory taken as a whole, and if the orders being received by the United Shoe Machinery Co., of Canada may be accepted as a guide, the shoe trade generally may be said to be good. Here and there manufacturers say that orders are slow, but there is as a rule little complaint. There is of course the same old story of difficulty of getting supplies, while the cost of labour is increasing. Tanners state that the outlook is adverse to cheaper leather, having regard to the firmness of the hide market, the good demand for both army and commercial accounts, and the rise in the price of tanning materials.

Western Canada for Minister-Myles

A popular young traveller in the person of Mr. J. J. Cheyne will tour the Northwest this autumn in the interests of the Minister-Myles Shoe Company, Toronto. Mr. Cheyne has had a wide experience for so young a man. He started with the T. Eaton Company and, following three years in their shoe retailing department, spent the last six and one-half years in the manufacturing end, five years with Minister-Myles, and a year and a half with the Regal Shoe Company. He now returns to Minister-Myles as one of their Western representatives and will start out with this company's lines early in September.



A Prince Albert display in the recent Scholl contest.—Shannon & Company say it did good work

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The early closing of retail stores is now compulsory in Owen Sound, the hour fixed for week days being 7 o'clock and at 10.30 on Saturdays. The only exceptions are fruit, candy, ice cream and drug stores.

Mr. de Grobois, managing director of the F. & B. Shoe Company, Montreal East, has been at the Queens Hotel, Toronto showing new Spring samples to the Western trade. This Company manufactures women's, growing girls', misses and children's McKays and turns. The orders Mr. de Grobois secured speaks well for the line this factory turns out.

The following well known men in the shoe trade comprised a merry fishing party and spent a few days recently in the Georgian Bay district: Mr. L. O. Breithaupt, of the Breithaupt Leather Company; Mr. Edwin Greb, of Greb Shoe Company; Mr. A. Brown, eastern representative for the Greb Shoe Company; Mr. A. W. Puncher of Breithaupt's; E. B. Paige and J. J. Hoyer of the Provincial Cut Sole Company, all of Kitchener, and Messrs. McCullough and S. Whalen of the Breithaupt tannery at Penetang. The Kitchener party motored to Penetang, where they opened the house-boat of Mr. L. E. Breithaupt. A trip was made to Boon Islands by motor boat and the party divided into pairs, concentrating their fishing in four hours. The catch was 32 fine specimens of muscalonge, bass and pike, none weighing less than 3 pounds. The outing was very enjoyable and they were very proud of their catch.

Charles Blachford, of the Blachford Shoe Manufacturing Company, Toronto, has been spending a holiday in Muskoka with his family.

Alfred McDirmid, Manitoba, Alberta and Saskatchewan representative for the Minister-Myles Shoe Company has severed his connection with the firm.

The Tetrault Shoe Manufacturing Company, Ltd., Montreal, have opened sample rooms in the Dandurand Building, corner of St. Catharine and St. Denis streets. This will be in charge of Fred Lessard.

The Wilson Shoe Company, Hastings Street, Vancouver, are taking in the premises adjoining their present store. The two stores will be connected by an archway.

H. B. McGee, formerly travelling sales manager for Minister-Myles and Company, has joined the selling staff of the Perth Shoe Company and will cover Toronto and Eastern and Northern Ontario, with the exception of Ottawa.

Among those noticed at the Toronto Shoe Repairers' picnic were Mr. Harris of the Goodyear Rubber Company; Messrs. White and Allen of C. Parsons & Son, Toronto and W. G. Fisher of P. Wallace & Son, Toronto.

Mr. Fred Blachford, of H. & C. Blachford, Toronto, spent a short holiday recently in Muskoka.

R. Foy, for three years Toronto representative for the Minister-Myles Shoe Company, has resigned to take a partnership in the firm of R. B. Griffith & Company, wholesale shoes, Hamilton.

Mr. Fred Saunders, well known to the trade in Alberta, has joined the travelling staff of the McFarland Shoe Company, Edmonton, Alta.

Mr. LaRose of the Canadian Footwear Company and Mr. P. Doig of the Tetrault Shoe Manufacturing Company, were at the Queen's Hotel, Toronto, recently with a full range of samples.

F. L. Barber, for three years assistant manager of the shoe department of the Robert Simpson Company, Toronto,

has left to accept a position with David Spencer, Limited, Vancouver, B. C.

The employees of the T. Sisman Shoe Company, Aurora, Ont., recently held their annual picnic and sports, the company ball team having for their opponents members of the White Shoe Company, Toronto. The Sisman team won.

W. A. Stubbs, of the Beckwith Box Toe Co., Sherbrooke, P. Q., has been on one of his periodical visits to Montreal. He states that the Company has many orders in hand.

H. C. Arnold, of Geo. E. Boulter, Toronto, and family, spent a week's holidays at Bobcaygeon and reports splendid fishing.

I. McMillen, 1162 Yonge Street, has sold out to Mr. Byrne, formerly of Dack's, King Street, Toronto.

Mr. Clapp, of the Clapp Shoe Company, Toronto, has been away on a fishing trip.

The following Canadian retailers, participating in the recent Scholl window trimming contest, were winners of prizes: H. Grey Hodges, Chatham, Ont., \$10; Haines Shoe House, Napanee, \$10; The Arcade Limited, Hamilton, \$10; J. Corin, Toronto, \$5.

The Peoples Shoe Store, 131 Dundas street and 12 Market Square, London, Ont., in a recent sale, gave souvenirs to every visitor to the store, whether they made a purchase or not. Chocolates were presented to the ladies; cigar to the men and a rubber balloon to the kiddies.

A. L. Dupont, of Dupont & Frere, Maisonneuve, recently motored to Boston, where he visited the Boot & Shoe Styles Fair.

The Canadian Footwear Co., Ltd., Montreal, has now added turns in white goods to its lines. One of the essentials of the right manufacture of white goods is a clean and light factory, and in this respect the Company is exceptionally well situated, the factory at Pointe-aux-Trembles, P. Q., being a model of its kind.

L. Gauthier, of the Canadian Footwear Co., Ltd., is holidaying at Perce, Gaspé Coast, P. Q.

R. B. Griffith of R. B. Griffith & Co., Hamilton, was a recent visitor to Montreal.

G. C. Yearsley, manager of the Toronto office of the Miner Rubber Co., has been on a business trip to Montreal.

R. Risdale, of Battleford, Sask., has been calling tenders for the erection of a new shoe store. The Hamilton Shoe Company, Toronto, are said to be the owners.

A. L. Wright, manager of the Haines Shoe House at Smith's Falls, Ont., has resigned to go with A. W. Redden & Company, Halifax, N. S. Mr. Wright was with this firm previously to going to Smith's Falls.

Mr. Ed. Lewis, leather merchant, Toronto, recently returned from an Eastern trip and reported the trade optimistic and busy.

Mr. H. O. Arnold, of Geo. E. Boulter Company, Toronto, spent his holidays at Bobcaygeon and reports good fishing.

Mr. Morley Chisholm, of Chisholm's Shoe Store, 2866 Dundas Street, West, Toronto, spent a two week's vacation at Bobcaygeon.

Geo. E. Boulter, of Toronto, left recently on a motor trip to Buffalo, Rochester and other New York state points.

John Cameron, traveller for Minister-Myles & Company, Toronto, was recently married to Miss Bradford of Goderich, Ont. He was for a number of years in the shoe department of the T. Eaton Company, Toronto.

Frank L. Hickox, proprietor of the Union Electric Shoe

Repair Shop, Galt, Ont., has opened a branch at Preston, Ont., with W. W. Butcher in charge.

Girls are being trained to do shoe cutting in the Getty & Scott factory at Galt, Ont.

The T. Sisman Shoe Company, Aurora, Ont., has purchased a lot adjacent to their factory to provide for an extension.

John R. Walker has resigned from the Hartt Boot and Shoe Company, Fredericton, N. B. and is now sales manager for the John Palmer Company of that city.

Ernest E. Boye, for eight years superintendent in the factory of the Nursery Shoe Company, St. Thomas, Ont., has resigned to accept a position in Toronto.

John Affleck, president of the Yale Shoe Store, Winnipeg, Man., was a delegate at the Rotarians' convention in St. Louis, recently.

Mr. R. K. Jenkins, manager of the Harvard Shoe Store, Winnipeg is closing out his present stock and taking the agency for Invictus shoes exclusively.

J. A. Brunet & Company, Montreal have disposed of their store at 721 St. Catharine East to L. Marchildon, retaining their other store at 687 Ontario St., East.

Edward B. Knowles, of the firm of Henry Knowles & Sons, leather factors, Liverpool, England, has been elected President of the National Federation of Leather and Grindery Merchants' Associations of Great Britain and Ireland.

Thomas Ahrens, treasurer of C. A. Ahrens, Limited, Kitchener, accompanied by W. S. Fox, superintendent of the factory, were in Boston recently buying leather and supplies.

The Quebec shoe leather cutters threaten to walk out on August 15 unless their demand is met for a 20 per cent, wage increase. The men were given a 20 per cent, raise some time ago and at present the manufacturers are offering another 10 per cent. increase.

Dominion Shoe Limited have been granted Canadian letters patent. The principals are Eugene Cote and Rosario Cote; capital \$100,000; head office Montreal.

Mr. H. W. Rising, of Waterbury & Rising, Limited, St. John, N. B., has just recently returned from a trip to Boston and vicinity, Montreal, Quebec and Toronto, accompanied by Mr. Murphy of the King Street store, in the trip to Boston and by Mr. Fetherston, of the Waterbury & Rising wholesale department, while in Ontario. Mr. Rising visited the factories of J. & J. Bell, Limited, Slater Shoe Company, William Marsh & Company, John Ritchie Company, Kingsbury Footwear Company, Tetrault Mfg. Co., Gutta Percha & Rubber Limited and others.

William Cliffe, shoemaker and repairer, Springhill, N. S., has been forty-one years in the business and was trained in

some of the leading English shops. He has up-to-date machinery installed in his shop and uses a gas engine for motive power.

A. L. Dupont, of Dupont & Frere, Maisonneuve, has returned from a motor trip through the Eastern States.

Richard Woodward, of the firm of F. E. Woodward & Sons, shoe supplies, Montreal, who came from the States to Canada, some years ago, with his father, has enlisted in the U. S. army. Mr. Woodward has been on the road for his firm, and being a hail well met fellow has built up a good business, which will no doubt be retained by the firm.

Canadian Leather Products, Limited, Toronto, has been incorporated with a capital of \$50,000.

Progressive Leather Goods, Limited, Montreal, have been granted incorporation papers—capital stock \$50,000.

In another disastrous fire at Pembroke on July 15, Shoo-ham's shoe store was destroyed. A large portion of the business section was wiped out on June 18 and the present fire broke out where the other left off, destroying several additional stores.

It is reported that British agents in United States recently purchased over 4,000,000 pairs of women's cut soles.

Colonel A. E. Massie, who has been in France for a long time with the Canadian Army Service Corps, has returned to Canada and resumed with the Canadian Consolidated Rubber Company, Montreal, as manager of the Footwear department.

In a drive by the Navy League of Canada for 25,000 members from the Province of Quebec, the retailers' committee of Montreal, headed by Mr. Geo. G. Gates, shoe retailer obtained the largest number of members.

Ed. Lewis, leather merchant, Toronto, has been appointed Toronto representative for the Breithaupt Leather Company of Kitchener, Ont.

WANTED

Experienced Pattern Maker. Steady work guaranteed. Working conditions the best. Reply stating experience and salary expected to Box 766, Footwear in Canada, Toronto. 8

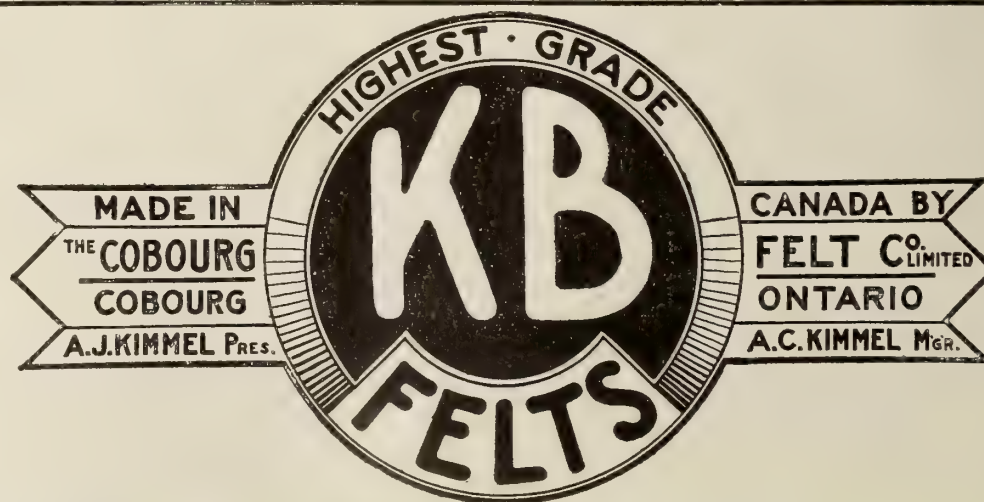
AGENCY WANTED

to represent reliable Canadian manufacturers of all lines of Footwear in the West Indies and South America, by an experienced salesman residing in the West Indies.

First class references furnished.

Apply to Box No. 758, Footwear in Canada, Toronto, Ont. 7-12

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS



Particular Customers

A FOOTWEAR representative recently had a chat with a shoe retailer who, three years ago, opened a store in a section of Toronto where the homes are of a higher class than the average. The trade he gets from this district is very finicky and exacting. They have been accustomed to going down town to the larger stores and are very hard to please. They will try on every available shoe in the store, and, even after purchasing and sometimes wearing the shoes sufficiently to destroy the newness, they will bring them back and say they don't just suit. Against this class of trade he contrasted the sales in a former stand, where the demand was from the working classes — many of them foreigners. A man would come in and ask for a pair of boots, size 10. Try them on? No; wrap them up. "What do I want to try them on for?" If a man did happen to want to try them on he'd do it himself. Simply hand him a pair of shoes and go away and wait on somebody else.

To accustom oneself to the trade of the "well-to-do" or "supposedly well-to-do" was indeed a task after doing business with customers so easy to please. The former is a trade very hard to get, although once it comes it generally stays. This retailer's opinion was that any retailer contemplating starting in business in any section of the city away from the thoroughfares where the trade is mostly transient and depending largely on window displays, should have sufficient capital to carry the business for at least three years, because it would be that length of time before he could get the business coming. (We find this opinion coincides with that of several other shoe retailers spoken to in the course of the last few days.)

Dependable Values in SOLID LEATHER SHOES

Spring styles of Hydro City Solid Leather Footwear are now being exhibited to the Canadian

shoe men. We take a great deal of pride in our product this season. From every standpoint you will find them remarkably dependable. Bank on them to bring you many customers. They are outstanding in their strict adherence to the sensible quality idea.



Write us
for
details.

Hydro City Shoe Mfrs.

(Formerly G. V. Oberholtzer, Ltd.)

Limited

Kitchener, Ont.

The Right Kind of SHOE

Is Made By

DUPONT & FRERE

301 Aird Ave.

MONTREAL

Note the
Exclusive Style

*Stock
D.&F.
Models
and
Get Business*

Let our travellers show
you our new range.



D.
&
F.

Note the
Superior
Quality
Sole

SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

Butts in Gun Metal—Dull—Glazed

Head Office
491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.



SEND FOR SAMPLE REELS OF Cotton Thread

MANUFACTURERS are now using it in preference to linen thread as they find considerable difficulty in securing a supply of the latter. The finer lustre of cotton thread makes it specially suitable for Tan and Colored Shoes.

Cotton thread also works splendidly and lasts with the leather. Samples supplied.

Large Stock

Prompt Attention

The A. G. Mooney Company

220 Lemoine Street - MONTREAL

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN

20 Maud Street - TORONTO

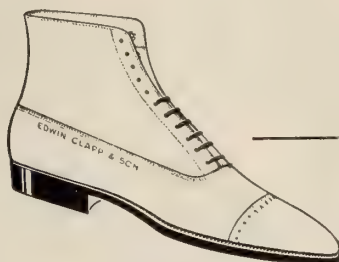
BOOKS FOR SALE

Store Management, an illustrated book of 252 pages,
by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench.
Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W.
TORONTO

HIGHEST GRADE ONLY



Established 1853

Economies are not practiced in buying cheaper articles, but rather in buying trade-marked merchandise which contains the quality that warrants the price

*Edwin Clapp
& Son Inc.*
ESTABLISHED 1853
EAST WEYMOUTH, MASS.

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada

The Trade Journal's Case Well Stated

THE important part which the trade paper plays in merchandising is admirably expressed in the following paragraphs from a letter written by The Dry Goods Economist to a prospective advertiser:

As between good and bad merchandise, fair and unfair treatment, the consumer is king, and the merchant must bow; but as between mere names and equal grades of largely similar merchandise the retailer is king. Thousands of retailers have long ago established in their respective localities a reputation for integrity, for good goods and fair adjustments; and when it comes to the competitive selling and advertising of different brands, the retailer can make or break any one of them despite any reasonable consumer advertising that any manufacturer may do. History has demonstrated the truth of this. So has the experience for which scores of manufacturers have paid millions of dollars.

The retailer has more power in his community than has any manufacturer, and he knows it—more selling power and more influence. From all the competitive lines of merchandise presented to him he must select to-day just as he has always selected—by comparison of qualities, prices, service, and salability. He has lived these years by doing just that. No retailer can live otherwise. He cannot handle all lines. He is a business man. Likewise, he is a human being, and is influenced just like other human beings, and is subject to influence based upon direct or indirect knowledge or prejudice.

Your plan for consumer acceptance is a valuable added point in your selling scheme—that is, it will be valuable insofar as you get the information, and the appreciation, and the enthusiasm across into the minds of those whom you now sell and those whom you want to sell. You doubtless will not take issue with me when I say that the fact that you are going to advertise your lines of floor covering is not sufficient argument for a retailer to buy them. It is not sufficient argument for your salesmen to use in their work, and it is not a sufficient argument to make to the dealer.

If you are going to put up consumer acceptance as an important argument to your dealers, should you not give

great consideration, and should you not put real effort and money into the creation of dealer acceptance of the value of your advertising program; dealer acceptance of his necessity for greater effort and presentation; dealer acceptance of the profit possibilities in linking up with your consumer work; dealer acceptance of the quality and reasonable price of your merchandise; dealer acceptance of the sufficiency of your range of patterns; dealer acceptance of your reliability as a manufacturer; dealer acceptance of your service and ready co-operation.

In other words, if there is a reason for big magazine expenditure on the consuming public, is there not likewise a really important work to be readily and profitably done with a substantial appropriation solely planned and spent in the trade publications, which retail merchants buy and read for business information and for their business betterment?

Mr. Redding with Hartt's

Amongst the changes taking place recently in the shoe circles in The Maritime Provinces, is that of Mr. E. A. Redding who for the last few years has been connected with the J. M. Humphrey Co., of St. John, N. B. as factory superintendent, and who lately became associated with The Hartt Boot & Shoe Co., of Fredericton, N. B. as salesman. Having started to work in the shoe business when quite a young lad in Yarmouth, N. S. and having spent several years in the United States in the different departments of the shoe business, especially in women's shoes. Mr. Redding has naturally acquired a large and varied experience in the shoe business. Mr. Redding has been spending some time in The Hartt factory at Fredericton, assisting in getting up some new lines in addition to the already well-known and popular line of Hartts women's high grade shoes. He will represent The Hartt Co., as a special salesman of women's shoes.

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When a White Shoe comes into
your Store — get down a Case of



The WHITE CLEANER
for "Blanco" and White Shoes are
inseparables; and their friendship
outwears the Shoes.

"'Blanco' keeps White Shoes White"

It satisfies your customers because it does
its work so well. They want "Blanco" and
only "Blanco" as long as they have a white
shoe to put it on.

It Whitens; it Cleans; it Preserves. Easy
to use and always ready for use. Applied
in a moment. No trouble, no "messiness."
Clean and Handy.

You don't have to stock "Blanco,"
you just sell it — or rather, it sells itself!
'Blanco' means good profits and quick profits.

Ask your Jobber for Supplies.



Manufactured by

JOSEPH PICKERING & SONS, LTD.
SHEFFIELD, England.

Home Shoe Company, Ltd.
327 Amherst Street, - MONTREAL

Retailers
See our New Samples



We sell our famous make of Footwear only to Retailers. "Home" Shoes will increase your business. Representatives are ready to bring the latest samples for inspection. Send your card.

"WOMEN'S McKAYS"

"MEN'S WELTS
and McKAYS"

"BOYS'
RECEDING TOES"

BRODIE'S

*Patent
Paste*

We are supplying Brodie's Patent Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

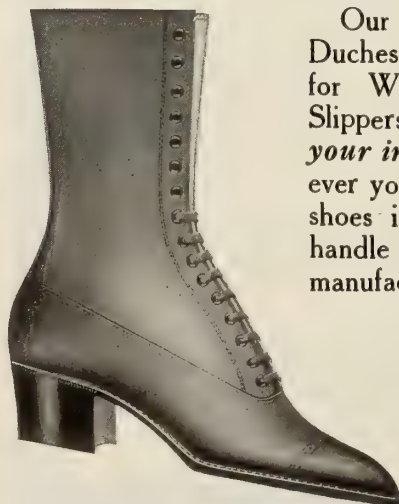
Write for sample and price.

Brodie & Harvie
Limited
14 Bleury St. MONTREAL

**JOBBER
ONLY**

Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



"La Duchesse" Shoe Co.

Registered
MONTREAL

**Middle and Western Canada
Demands the Best
in Footwear**

To successfully introduce your lines and maintain a satisfactory business you must interest the General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

THE COMMERCIAL
ESTABLISHED 1855
A WEEKLY FINANCIAL, COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

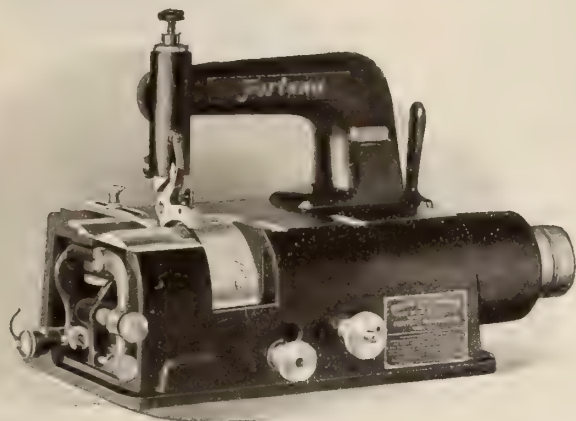
Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at
Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

Fortuna Skiving Machine



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

127 Duane Street - NEW YORK

Perfect—

As to fit
As to durability
As to appearance
As to price
As to our service



**Our Waterproof Counter is the best on the
continent.**

Our "PERFECT" Counters No. 1 are made with
the highest grade of fibre. We GUARANTEE them
to outwear the life of any shoe.

We want your trade, give us a trial order and be
convinced of the superiority of our product.

Perfection Counter Limited

699 Letourneux Ave. Cor Ernest St.

Maisonneuve, Montreal

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

Fine Leather Shoes

Footwear for Women, Misses, Children and Infants.
Jobbers will appreciate the moderate price and standard
quality of our products. They never fail to bring good
business.

Samples should be seen at your earliest opportunity.

For further particulars—

Jobbers, Drop Us a Line!

100 Years of Good Shoemaking



No. 33
PATENT "MARY JANE"
Sizes 2½-7, B-C-D

"MARY JANE" PUMPS

You Still Need Them—
We Still Have Them

IN STOCK

URNS ONLY
EITHER STYLE
\$2.35

BOSTON OFFICE—110 Summer St.



No. 32
PATENT "ANKLE STRAP"
Sizes 2½-7, B-C-D

L.B. EVANS' SON CO. WAKEFIELD, MASS.

"EASTERN"

Shoes For Jobbers

The Shoes that sell so quickly. Made for Misses, Children and Infants. There's better business

*Call
To-Day*

*Write
To-day*

coming to the man who starts to supply Easterns. Every jobber is invited to see the newest samples, just out, from

The Eastern Shoe Manufacturing Company

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

We Can Save Money for You on Your Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.

TORONTO

of Canada, Limited

ONTARIO

BOOKS FOR SALE

Store Management, an illustrated book of 252 pages, by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench. Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W
TORONTO

TORONTO HEEL CO.

Manufacturers of

**All styles of Heels in Leather
and Composition**

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company
13 Jarvis St., Toronto

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

Practical Experienced Jobbers

Buy from us—

because they find there is no trouble attached to selling our lines. The Perfect Shoe Company promptly fills orders for McKays for Misses, Children and Infants.

High Grade and medium goods. All guaranteed and made by experts in a big new factory.

Write or Call

Perfect Shoe Co. LIMITED

864 Laurier Ave. E.

MONTREAL

Jobbers Should Note!

New Castle

Quality  Kid

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly. Samples supplied.

WRITE DIRECT

New Castle Leather Co. NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.

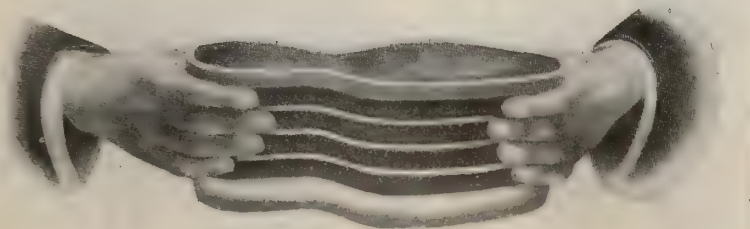
JAS. CLELAND, REGD., 16 St. George St., Montreal

CORRECT CUTTING

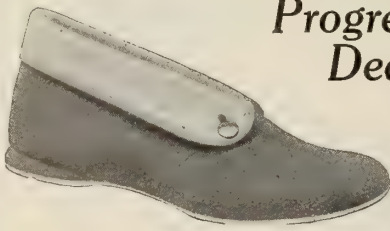
Patent steel dies which make possible the cutting of leather in large quantities at a fast speed and exactly accurate always. No chance of accident by slipping or jamming.

Write for particulars

Made by the largest Die Manufacturers in Canada.



**More Than Ten Thousand
Progressive Shoe
Dealers in the
United
States
Sell Them**



**DANIEL GREEN
Comfy Felt Slippers**

Get the real COMFY SLIPPERS for your customers. The name is trademarked by Daniel Green, and the patented process of manufacture makes COMFY SLIPPERS the ultimate expression of comfort and service.

COMFY SLIPPERS increase your trade because they satisfy every customer. Satisfied customers come again, and tell others.

COMFY SLIPPERS are made in a large number of special and attractive styles for every member of the family. Many models in the best felt. Others in leather, satin and different materials.

Daniel Green Felt Shoe Co.

Stock Department, 25 Madison Ave.
NEW YORK CITY



EVERYBODY WANTS IT

KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada,
All Foreign Countries

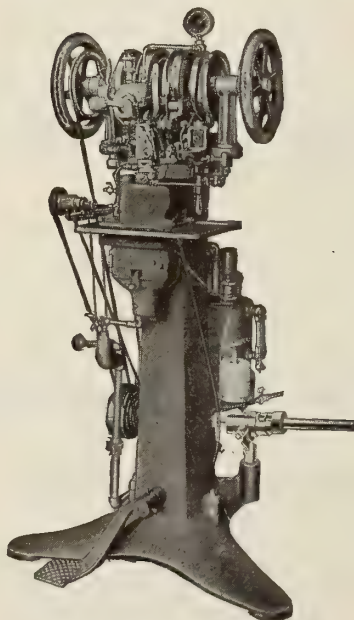
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

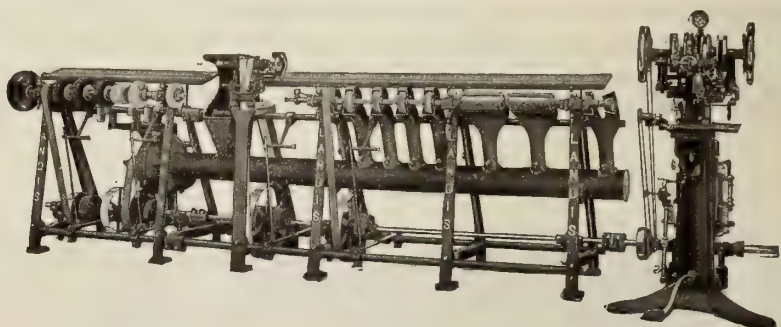


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND Ooze MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

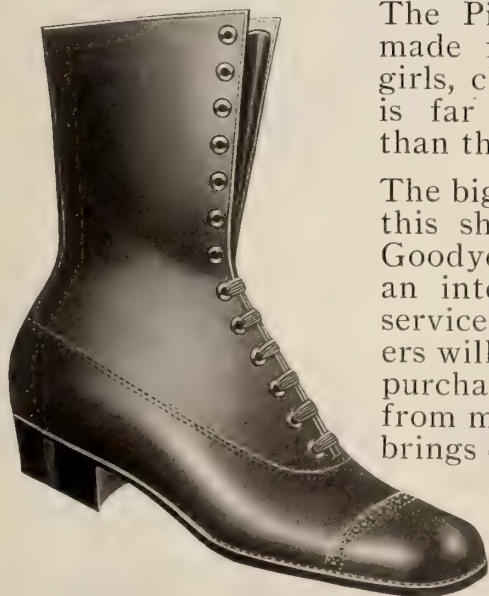
The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

SALESMAKERS



The Pillow Welt Shoe made for misses, growing girls, children and infants, is far more comfortable than the ordinary shoe.

The big selling point about this shoe is the fact that the cushion welt is genuine Goodyear, the cushion being built right into and forming an integral part of the shoe. Better fitting, superior service and greater comfort are the result. Your customers will readily buy, and will be quite satisfied with their purchase. Our extensive assortment of juvenile footwear from misses to infants demands your attention. A postal brings complete details.



GLOBE SHOE LIMITED

Sales Office: 11 St. James St., MONTREAL.
G. D. DESAUTELS

Factory:
Terrebonne, Que.

HEALTHMAKERS

USMC SERVICE

The United Shoe Machinery Company of Canada, Limited, maintains Branch Offices, every employee of which is dedicated to **"Service."**

It keeps a trained corps of experts ready at a moment's notice to respond to the shoe manufacturer's call of emergency.

The organization deems this essential, because, unlike the common practice, the United's solicitude for the customer does not end with the installation of its machinery—it just begins.

The part-time shut down because of machinery accidents of the earlier days passed with the development and perfection of the present shoe machinery all-inclusive **"Service"** plan.

USMC SERVICE

United Shoe Machinery Company of Canada, Limited

Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



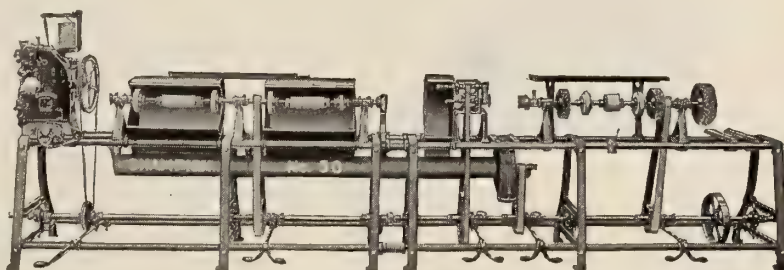
Every customer for a new pair is a prospect for the repair department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

Nufashond
TRADE MARK REG.
Fabric Tip

Shoe Laces

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.
THE NARROW FABRIC CO., Reading, Pa.

FRED W. MEARS HEEL CO.
DESIGNERS AND MAKERS OF
WOOD HEELS
TELEPHONE 1431
HAVERHILL, MASSACHUSETTS

Canadian Agents :
A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

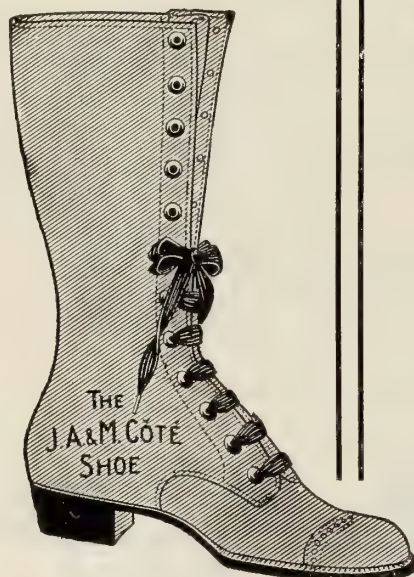


Exhibit Yamaska prominently and get your full share of the business it pulls. : : :

YAMASKA

The Elite of Masculine Wear

A shoe with a reputation in both town and country. It is made in sizes from that of the smallest boy to the big-footed man, and for all round serviceable wear—in all seasons and under every condition—Yamaska has made its mark as a favorite. Add to these wearing qualities a rare smartness and you have the secret of Yamaska reputation.

La Compagnie

J. A. & M. COTE

Factory at ST. HYACINTHE, Quebec



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co. Limited
St. Hyacinthe, Quebec

SHOE-STAMP-SPECIALIST

W.D. ARMSTRONG
ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST MONTREAL, QUE. 675 MAIN

MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
WHICH WILL INCREASE YOUR SALES.
ORIGINAL DESIGNS SUBMITTED



THE UNION STAMP

One stamp and one alone marks the Union Made shoe—the shoe demanded by the union man and his family—the shoe distinguished by excellence of workmanship and fair working conditions—The Stamp of the Boot and Shoe Workers' Union.

To retailers who desire increased business for 1918, the Union Stamp shoe is an essential asset.

Write to us to-day and we will send you a complete list of manufacturers producing Union Stamp footwear.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

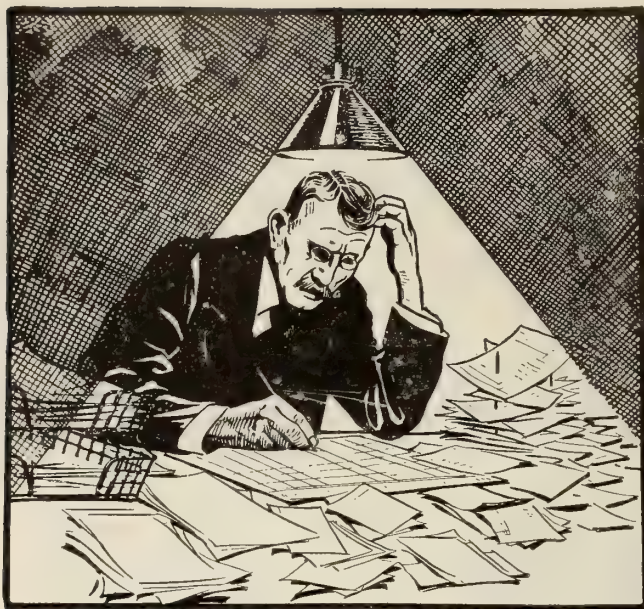
246 Summer Street

Boston, Mass.

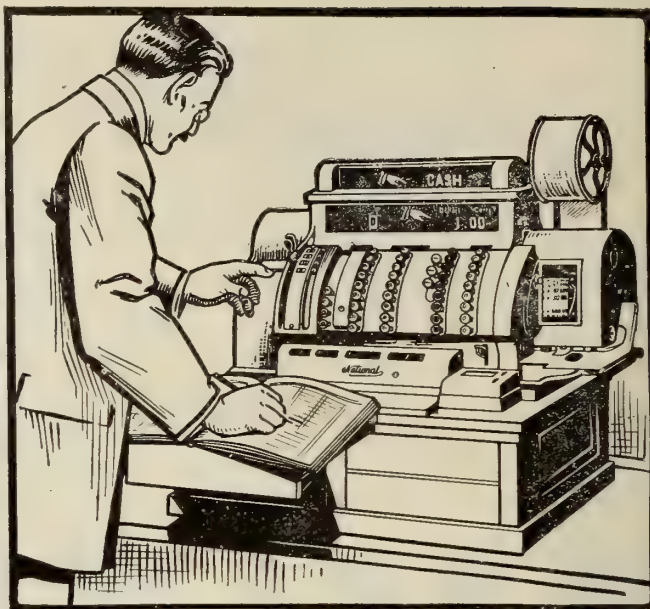
JOHN F. TOBIN : : General President

CHARLES L. BAINE : : Gen'l Sec'y-Treas.





The old way



The new way

A man should not do the work a machine will do for him

A merchant, with all his troubles, should never do the work that a machine does better and quicker.

Our newest model National Cash Register makes the records which a merchant needs to control his business. It does fifteen necessary things in three seconds.

Without the register a man cannot do these things in half an hour.

With the register, even a new clerk

can do them just by pressing the keys.

Our new electric machines are as much better than old machines as an up-to-date harvester is ahead of a sickle for cutting grain.

The latest model National Cash Register is a great help to merchants and clerks.

It pays for itself out of what it saves.

Merchants need National Cash Registers now more than ever before

Fill out this
coupon and mail
to-day

Dept. C 10, The National Cash Register Company of Canada, Limited
Toronto, Ont.

Please give full particulars about the up-to-date N. C. R. System
for my kind of business.

Name _____

Business _____

Address _____



(Your Guarantee of Quality)

Machinery and Supplies

For the Up-to-date

Shoe Repairer

Shoe Repairing Outfits

Supplied with or without

The Goodyear Rapid Lockstitch Machine

Equipments for the Largest Shops with a Large Staff

Smaller Outfits Suitable for the Busy Little Shop

Rolling Machines - Skiving Machines

McKay Sewing Machines - Skate Sharpening Machines

Machine Supplies

FINDINGS

HAVE YOU HAD OUR NEW CATALOGUE YET?

United Shoe Machinery Company of Canada, Limited

Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.

CLARKÉ'S



1852



1918

Showing five and half acres of Patent Leather in final process

**LARGEST
MANUFACTURERS
OF PATENT LEATHER
IN THE BRITISH EMPIRE**

A. R. Clarke & Co., Limited

"Makers for the Nation"

MONTREAL

∴

TORONTO

∴

QUEBEC

Footwear

In Canada

The People Know a Known Shoe

The dealer likes to show his customer the merchandise the customer wants, and people nowadays have a way of knowing what they want.

Now, it's the experience of dealers that the goods people buy are the goods which are widely known; shoes, for example, like Regal, whose place among the foremost of shoe products is recognized the world over.

That's why Regal is the shoe for the dealer who wants a shoe the public wants. It's a quick turn-over shoe.

The people know a known shoe. We have that shoe, a full line, In-Stock.

REGAL



SHOES

Regal Shoe Company, Limited

472-474 Bathurst Street - TORONTO

PANTHER TESTED FIBRE SOLES

Nothing on the footwear market has so successfully met the demand for durability as the Panther soles. Every shoe built on this Panther foundation yields so much more wear, and all round service.

Panther Soles are scientifically made, from compressed selected fibre and are subjected to an exacting test before pronounced fit for the shoe.

**Impervious
to wet and
resistant
to wear.**

Pin your faith to the Panther Brand and you will be handling better footwear.

**Make strong-
er and more
serviceable
footwear.**

"SURE STEP" Rubber Heels

are made on the same excellent principles as Panther soling and their service to the trade and to the public has given them a decided preference over competitive makes.



PANTHER SOLING AND HEELING
RECOMMENDS THE SHOE.

Made by the

Panther Rubber Company, Limited

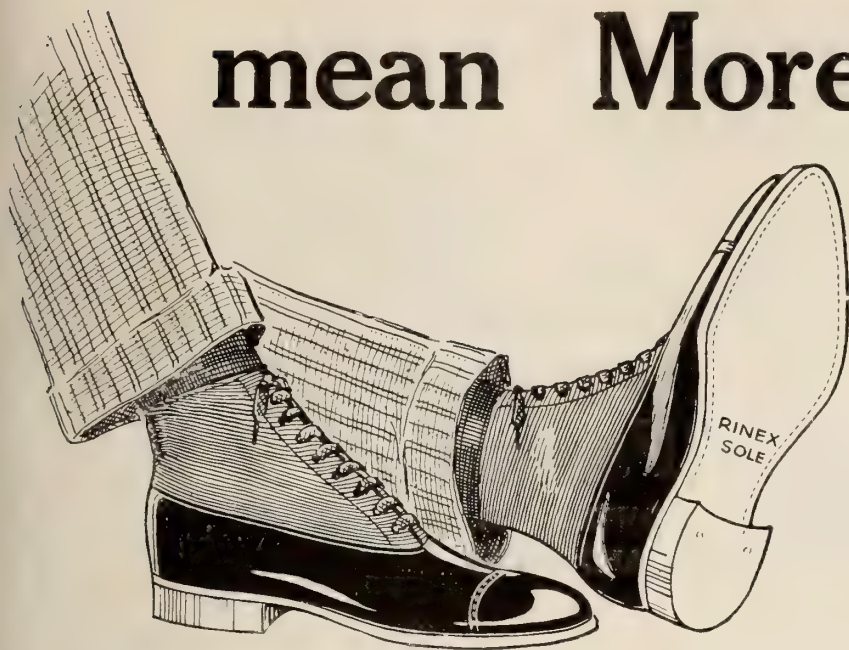
SHERBROOKE

-

-

QUEBEC

the Soles that mean More Business



The number of manufacturers who are putting RINEX Soles on shoes is rapidly increasing. There is a good reason for this. Shoe manufacturers are farsighted, keen business men as a rule, and in

"Rinex"

they have discovered a sole in popular demand—that adds prestige to the shoes they make—and consequently means larger sales.

What the shoe manufacturer has discovered, the shoe dealer is learning—that "RINEX-ED" shoes need no breaking in—that RINEX Soles outwear two pairs of leather soles, are waterproof, resilient and flexible as the foot. These are the soles your customers want and every "RINEX-ED" shoe you stock means more business and more profits.

"RINEX" Soles are made and guaranteed by

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Service Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Brantford, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.



For Bigger Sales—

THESE three lines represent good footwear. They accord with public needs for thorough wearing qualities and are distinctive in style and finish. Summed up they offer you increased patronage.

“Metropolitan”

WOMEN'S McKAYS

MEN'S WELTS

“Paris”

WOMEN'S McKAYS

MEN'S WELTS

“Patricia”

WOMEN'S WELTS

AND TURNS



Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch: Metropolitan Shoe Co., 91 St. Paul St. E.

—Write To-day



What is back
of Your Shoe?

BENNETT

TRADE MARK

Put a BENNETT Counter there!

Every BENNETT counter is backed by *the largest* makers of shoe fibres in the BRITISH EMPIRE.

They are made in the most modern and finest equipped counter factory in the Empire.

Every member of our staff was carefully chosen not alone for his experience, but as a *leader* in the principle of making the *best*.

The BENNETT counter is made COMPLETELY by this one staff from the raw material to the finished counter by the BENNETT PROCESS.

They are BEST because THEY CAN'T BE MADE BETTER

BENNETT LIMITED

makers of shoe supplies

CHAMBLY CANTON, QUEBEC

Sealed by Public Approval

Our lines maintain a uniformly high quality and consequently give the retailer of Robinson footwear a strong hold on public approval.

Bostonians

never fail to attract sales or hold custom. They lead in style, and last in wear. The customer who is quick to recognize value will select a Bostonian Shoe.

James Robinson
Specialist in Fine Footwear
MONTREAL



The new Bostonian models possess some very strong selling points.

They have all the evidence of a superior shoe in smartness as well as strength.

And behind this appeal is Bostonian reputation which you can be sure will be well borne out in service.

*We invite your inspection
of these new models.*





Keep your shelves
well stocked
with the
**Independent
Rubbers**

With a full range of the
Independent Rubbers on
hand no prospective pur-
chaser of Rubbers will
leave your store without
buying.

*Your orders will have our
prompt attention*



Independent Rubbers for Ready Acceptance

One of these "famous six" is
bound to gain your customer's
acceptance.

"Royal"

"Bull Dog"

"Kant Krack"

"Dainty Mode"

"Veribest"

"Dreadnaught"

They represent the best there is
in the manufacture of rubbers.

James Robinson
Specialist in Fine Footwear
MONTREAL



The Ace of Shoedom

When an Allied aviator destroys a certain number of enemy planes he qualifies as an Ace. This is a distinction of merit.

Tetrault Shoes

have won the distinction as an ace in the matter of footwear. Every month—in fact, every week—there is a new TETRAULT conquest in selling records.

This is the logical result of footwear merit—quality, workmanship, service and every factor that contributes to shoe excellence, and recognized by our customers.

Make the TETRAULT success YOUR success, by handling our latest lines.

Tetrault Shoe Manufacturing Co., Limited

Largest Manufacturers of Goodyear Welts in Canada

Office and Warehouse at
9 Rue de Marseilles, PARIS

MONTREAL

SOLD BY ALL FIRST CLASS
JOBBERs IN CANADA



Leather Conditions Unsettled.

However,

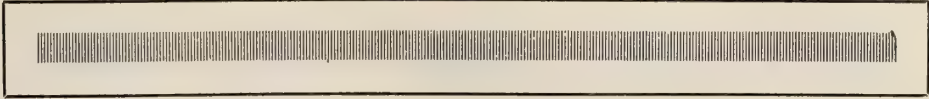
SUPREME Lady Shoes
will be offered to the
retail trade by our salesmen
in a few days.

New, Snappy Models, at
popular prices.

Yours respectfully,

CLARK BROS., Limited

St. Stephen, N. B.



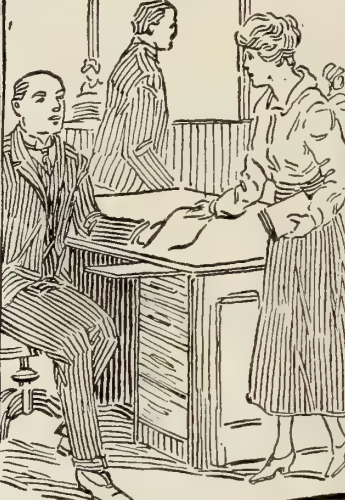
= For Every Place =

Acme

ON THE THOROUGHFARE



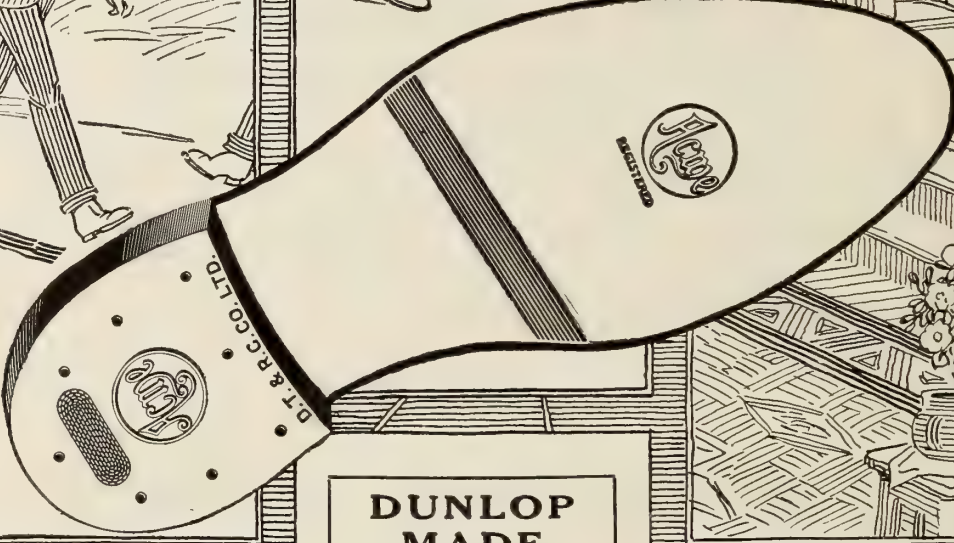
IN THE OFFICE



Acme

IN THE HOME





**DUNLOP
MADE**

"Acme" Soles

"Acme" Soles have been time-tested. They will last much longer than leather; keep your feet dry on wet days; prevent slipping and give you the appearance of always being well shod. Made in various colors and thicknesses, and for Men's, Women's and Children's Boots and Shoes.

"Acme" Whole Heels

Here's one tax you do not need to pay—the Foot Tax.
Wear "Acme" Whole Heels and the tax on your feet is automatically cancelled.
"Acme" Soles go well with either "Acme" Whole Heels or "Peerless" Half Heels.



H. 83-F. 18

*Spring 1919*

MINER SHOES

Now being shown by our
Salesmen

You simply cannot afford to put in your Spring stock without seeing these new MINER Models.

Everything pertaining to public needs in footwear has been considered in the design, material and workmanship of our Spring lines, and they offer you a value in footwear that will compare with anything yet placed on the market.

Our line of White Duck Shoes is especially worthy of mention.

Be on the lookout for MINER'S.

Men's Scout
Boy's Scout
Women's Society
and Girl
Guide Shoes

The Miner Shoe Co., Limited

MONTREAL

-

OTTAWA

-

QUEBEC

-

TORONTO

Agents for the celebrated MINER RUBBER FOOTWEAR

Realization of an ideal

THE Canadian Footwear Company's Shoes are the result of thought, time and expenditure.

No haphazard methods are used to produce these—every part of the work is done scientifically correct.

To-day our shoes approach as near perfection as it is possible for shoes to be. Ask our salesmen to show you the 1918 McKays.

Also ask to see our Turns, in Canvas and Leather. We now manufacture a full line of Turns and are showing new samples.

Special attention to Juvenile Department.

**C. F.
Co. L^{td}.**



**CANADIAN
FOOTWEAR
CO., LIMITED
MONTREAL**

Salesroom at 36 St. Genevieve St.

Factory at Pointe-Aux-Trembles

"GREB SHOES"

"Look for the Yellow Label"

"GREB SHOES"

"Look for the Yellow Label"



What's in a Name?

Over two thousand merchants handling

"GREB SHOES"

will tell you.

SOLID WORK SHOES

for

Men, Boys and Youths

Write for Catalogue and Price List

LARGE "IN-STOCK" DEPARTMENT

Greb Shoe Co., Ltd.

Kitchener, Ont.

SPECIALISTS IN GOOD WORK SHOES



"Honest All Thru"



"Honest All Thru"

AIRD SHOES



Attention of Mr. Jobber

Changed conditions and values have brought about a change of public viewpoint in the choice of footwear. The consumer has a greater regard for wearing qualities—for length of service. We have made it our special study to meet these conditions. While not detracting in the least from style and smartness, we have given our best efforts to the achievement of footwear that will give that durability sought by the present day wearer.

Handle these AIRD "longer service" lines. They set a standard in the footwear field, and set the pace for sales.

Let us hear from you. Some samples will prove to you that AIRD footwear holds big possibilities. Write to-day.

Aird & Son

Registered

MONTREAL



Over the Top



with Good Values

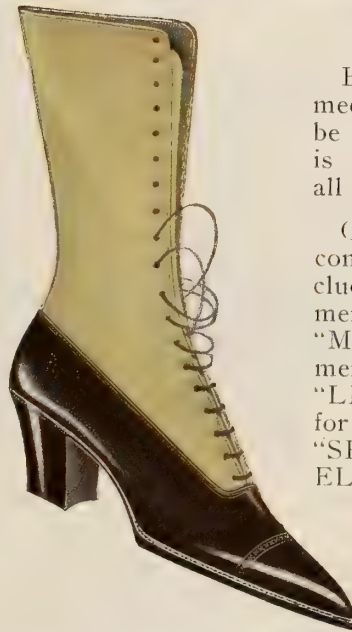
for Spring and Summer

1919



To the marketing of a comprehensive range of footwear of uniformly high value there is something of a barrier imposed by the increasingly difficult conditions of the trade.

We can say that we have surmounted this barrier with the lines we have secured for the 1919 trade. Every effort has been put forth by us to support the retailer with saleable and serviceable footwear of maximum value. Though we have an "instock" to meet ordinary assorting demands, we advise early purchasing for spring as prices are bound to reach a higher level later on.



Every order, whether for immediate or future shipment, will be filled at the price at which it is placed. Prompt attention to all orders is assured.

Our travellers are showing a complete range of samples, including "IMPERIAL" shoes for men's and women's fine wear; "MAPLE LEAF" shoes for men's and boys' heavy wear; "LITTLE CANADIAN" shoes for misses and children, the "SPORTSMAN" and "WITCH-ELK" high cut laced boots for hunters and prospectors, in 10, 12, and 15 inch tops.

A word about the "SPEED KING" Sporting and Outing Shoes. They have a remarkably strong appeal and are meeting with such eager acceptance that the factory is taxed to the utmost. PLACE YOUR ORDER NOW.

McLAREN & DALLAS

Wholesale Shoe Distributors

30 Front Street West - - TORONTO

The "Kumfort Shoe" for Women

"Kushion Soles" bring "Kumfort" to the wearer, and they detract nothing from the Style and Quality of the shoes. Old in principle—new in design and perfection, there is a wonderful opportunity to the dealer in Thompson's Kushion Sole Shoes.



Thompson's Kushion Sole Shoes



A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

NOTICE—Toronto and Western Ontario buyers—Thompson's Kushion Sole Shoes are carried in stock in Toronto by Mr. Geo. E. Boulter, 3 Wellington St. E.

THOMPSON SHOE CO.
LIMITED
MONTREAL

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915

Vulco-Unit Box Toe

It has stood every test that could demonstrate its worth.



It increases the life of the shoe by preserving its shape.

Moisture or perspiration can no more penetrate it than though it were made of steel.

BECKWITH BOX TOE LIMITED
Sherbrooke, Quebec, Canada



ST. JOHN
MONTREAL
TORONTO

WINNIPEG
EDMONTON
VANCOUVER

**AMES
HOLDEN
McCREADY**
LIMITED



"There is but one Slater Shoe"

Spring 1919



Officer's new Military Blucher in dark brown Russian calf, extra long vamp, on latest U. S. Military last and pattern.

Our travellers are on the road with a full line of our Spring goods and the **lines carried in stock.**

We have added a few samples on new lasts that will surely appeal to the discriminating buyer.

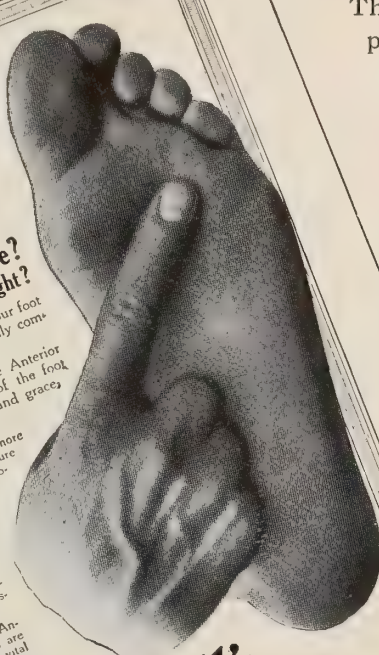
A careful inspection and a trial order solicited.

The Slater Shoe Co., Ltd.

MONTREAL, CANADA

A Big Drive for

The Literary Digest
The Literary Digest for Sept. 7, 1918



**Pains, Callouses or Cramps There?
Are Your Feet Tired and Painful at Night?**

Heed the first danger signals! Do not let your foot troubles develop and multiply until your bodily comfort and daily efficiency are greatly impaired.

The finger points out the location of the Anterior Transverse Arch—a very important part of the foot structure providing flexibility, toe action and grace, fullness of carriage.

When this arch weakens and one or more of the tiny bones are depressed, uneven pressure is produced, the weight is unevenly distributed, causing a burning sensation, calluses, tender spots, contracted toes, as a painful, cramp-like pain known as Morton's Toe or Metatarsalgia develops which frequently extends into the ball of the foot. The foot widens and spreads over the shoe, the small and sensitive joints become inflamed and enlarged—legally fatigue and nervousness result.

For this condition Dr. Scholl's Anterior Metatarsal Arch Supports are especially designed to reach the vital spot—to support the weakened parts, remove the abnormal pressure and assist nature in effecting a permanent correction.

**Dr. Scholl's
Foot Comfort Appliances**

are scientifically constructed in being quick relief and assist in restoring the cause of tired aching feet and many forms of foot trouble. There is a specially designed device for bunions, weak ankles, swelling feet, broken-down shoes, flat feet, over-lapping toes, enlarged toe joints, corns, callouses, etc.

Over ten million people, including British, Canadian and American soldiers in service, are enjoying comfort, ease and efficient feet through their use.

An Expert Will Fit You
Progressive shoe dealers and department stores every-where have installed Dr. Scholl's Foot Comfort Appliances and Remedies, and adopted his method of giving foot comfort. These dealers have been instructed in the anatomy of the foot and the principles of the science of giving foot comfort. They are rendering a distinct service to your community in giving shoe and foot comfort and deserve your patronage.

A valuable booklet "The Feet and Their Care" by Dr. Wm. M. Scholl, recognized foot authority, will be sent free up on request.

THE SCHOLL MFG. COMPANY, 213 W. Schiller Street, Chicago
NEW YORK TORONTO LONDON

Watch Your Feet

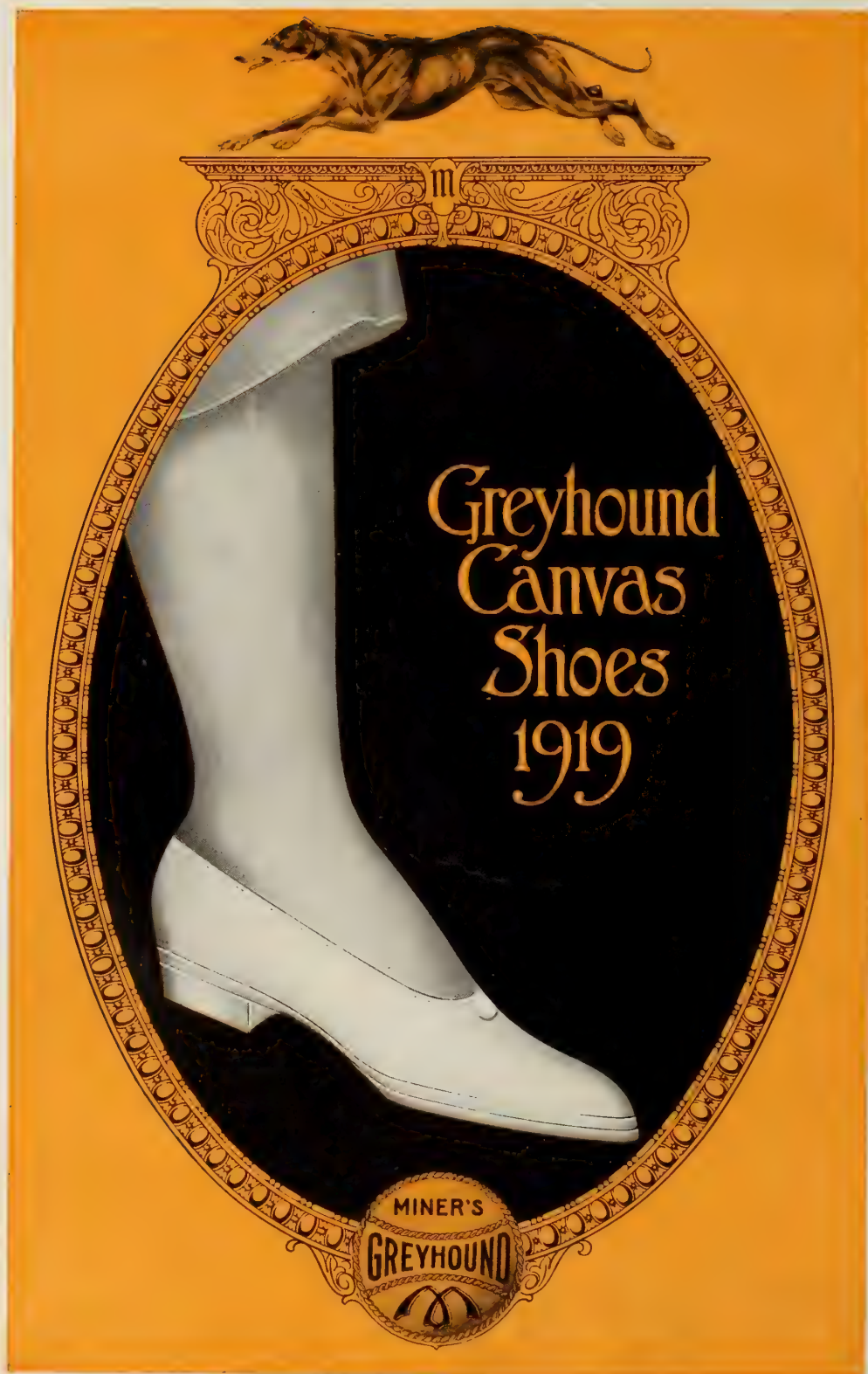
This advertising will increase your business. Hook your store up by running a reproduction of this ad. in your local papers. Complete electro furnished free. Order Ad. G 42. Put in a window display of the Dr. Scholl Line and "cash in" on this big drive.

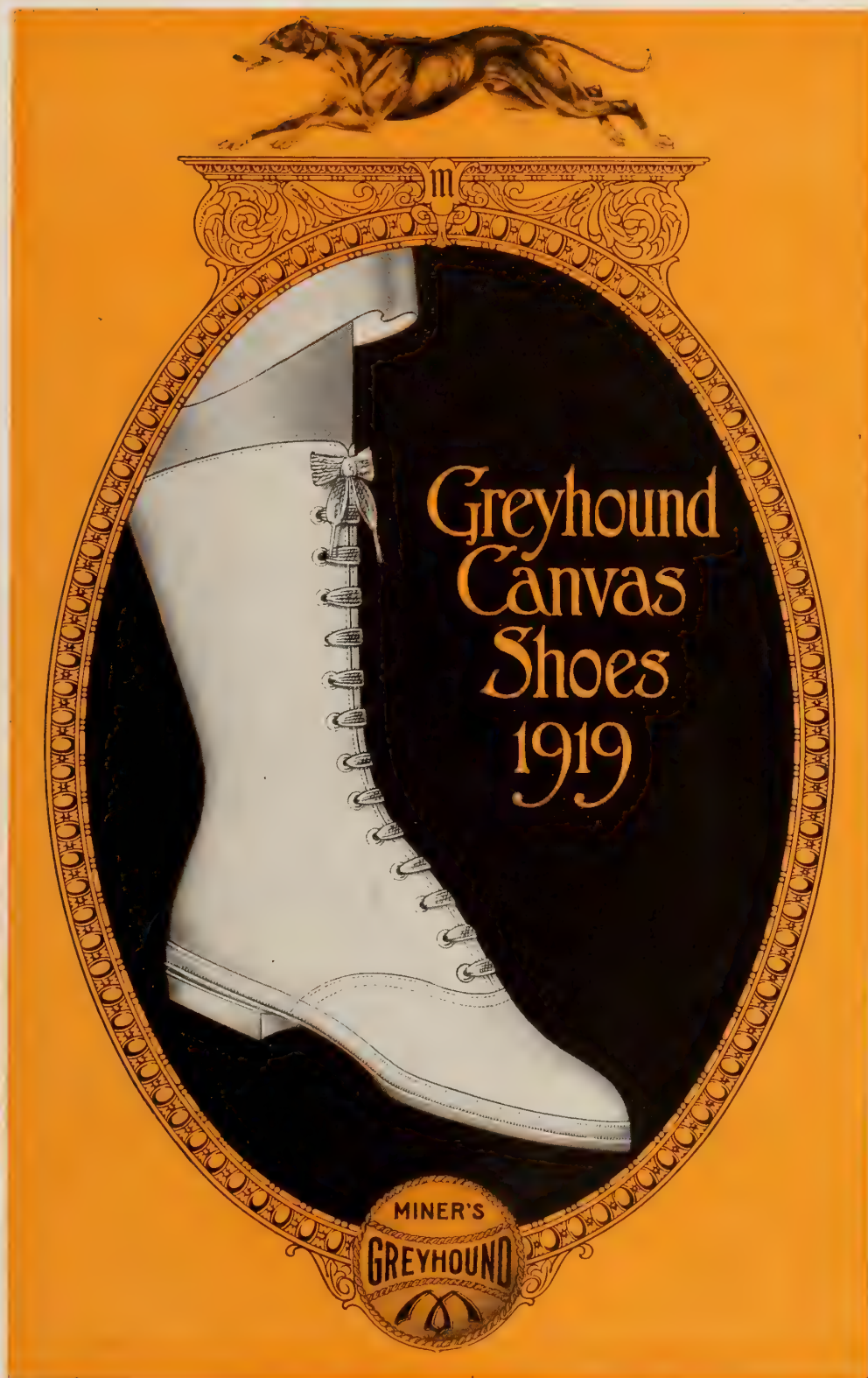
This full page copy appeared in the Literary Digest, September 7th. This is the opening gun of our Big, Fall, National Advertising Campaign. Millions of readers being reached.

Fall Business

The Scholl Mfg. Co.

112 Adelaide St. East, TORONTO
Chicago New York London





A vintage advertisement for Greyhound Canvas Shoes, 1919. The central focus is a white canvas shoe with dark laces, shown in profile within an ornate, oval-shaped frame. Above the shoe, a greyhound dog is depicted in a leaping pose, resting on a decorative pedestal. The background of the advertisement is a solid orange color. The text "Greyhound Canvas Shoes 1919" is written in a stylized, serif font to the right of the shoe. At the bottom of the frame, a small circular logo contains the text "MINER'S GREYHOUND" and a stylized logo.

Greyhound
Canvas
Shoes
1919

MINER'S
GREYHOUND



FLEET FOOT

FLEET FOOT,—for every member of the family, for every sport and recreation,—has become an accepted household word throughout Canada.

It represents the acme of excellence in summer footwear for men, women and children. It combines economy and comfort in a degree that makes **FLEET FOOT** a national footwear need.

Our 1918 **FLEET FOOT** season surpassed all previous records in volume of sales. More than ever, the shoe trade recognized **FLEET FOOT** as the standard by which to judge qualities and values in summer shoes.

For 1919, our plans provide for a greatly increased production and improved facilities for deliveries. New lines, including the Oxford styles, will make the **FLEET FOOT** range so complete and comprehensive that every possible demand can be easily satisfied.

To the shoe trade, we offer this word of advice :

Place your 1919 "FLEET FOOT" orders early. Order liberally. Make your placing order assortments complete.

Those who follow this advice will be prepared for, and reap the benefit of, an increased trade in **FLEET FOOT** next season.

Canadian Consolidated Rubber Co.
LIMITED

Head Office — MONTREAL

Service branches at Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver and Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission as second class matter.

Entered as second class matter July 18th, 1914, at the Postoffice at Buffalo, N. Y., under the Act of Congress of March 3, 1879.

SUBSCRIPTION RATES

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.
Single copies 15 cents

Vol. 8 September, 1918 9

The Liberty Shoe With the regulation of styles and colors in the United States it was felt by many that the need for a standard shoe had been side-tracked for some little time at least. Now, however, the Liberty shoe is a possibility citizens of the United States may realize much quicker than was anticipated. The latest reports indicate that it will be placed on the market as soon as the War Industries Board can arrange the details. The Shoe and Leather Service Council, representing the shoe, leather and allied trades, favors the introduction of shoes which can be made and sold to the consumer at a minimum price and profit and recommend to the War Industries Board that they should be made in three grades for men and women; a good grade, medium grade and low grade, the latter to be recognized as a grade suitable for workmen. The different grades would retail at \$10, \$8.00, \$6.00 and \$4.00, with corresponding prices for children's shoes. In determining how the prices of the different lines should be figured the Council recommended that the shoes be figured on the basis of cost plus a fair profit to the tanner, manufacturer, wholesaler and retailer. All shoes to be stamped with the retail price.

It is also suggested that each store shall stock 25 per cent. in Liberty shoes and the balance in regular lines. There is very little of a definite nature available regarding the whole scheme but objections to the plan as it now stands are numerous.

* * *

Cash Basis Necessary

As conditions in the shoe and leather trades are daily becoming more and more acute and subject to Government regulations, the necessity of doing business on the smallest capital becomes apparent. Conservation of capital should be the watchword of the day—not alone in the best national interest, but also for the individual benefit of the retailer. The whole solution lies in a faster turnover with smaller stock and on an absolutely cash basis. It is now up to every merchant to get cash for his merchandise—credits are bound to tighten as the war goes on and every cent will be required to properly finance business under war-time conditions. Cash will pull you through in many cases where ordinary business methods will not. Try the cash basis—now.

* * *

Low Cuts for Spring

Reports from shoe style centres seem to indicate that low cuts will have a tremendous sale during the coming spring and summer season. The opinion has been ventured in some quarters that the oxford would not last but this is not borne out by indications for next year. Pumps also should be in call to their usual extent and as considerable ornamentation is looked for in the way of buckles there should be some extra profit in sight for the retailer. There appears to be nothing further to say regarding the proposed Canadian regulation of styles which was given an indefinite hoist on August 1. In the United States the demand for a standard shoe came almost overnight, shortly following the imposition of government shoe style regulations. Is the same thing likely to happen in Canada?

* * *

Instruct Your Clerks

The other day a customer went into a shoe store to get some polish for a pair of dark brown calf boots. On arriving home he found it was red polish, but used it anyway. Passing another store the next day he dropped in, showed the clerk the shoes and asked for a dark brown polish. The clerk produced a polish in a dark brown box, but this also was found to be "toney red" on arriving home. Toney red and dark brown may be used on dark brown shoes, but if the customer asks for dark brown, he should get dark brown or nothing. The question of selling polishes and cleaners is not so trivial as many retailers may imagine. Giving the wrong polish may antagonize a customer to the point of never coming back. We believe

many clerks do not appreciate the necessity for using and selling proper cleaners and a little instruction along this line will do them no harm.

* * *

Adjustments for Value Received

The retailer who makes a practice of refunding the money, or replacing shoes that have been worn, does not often conduct the transaction in justice to himself. For instance, one day a customer returned with a pair of badly worn shoes, claiming that they had only been worn a few weeks. The retailer passed him out a new pair.

Later in the day the same retailer opened his laundry and discovered his best shirt missing. He called up the laundry and demanded a new shirt or the price of one. The manager told him: "You paid \$3.00 for that shirt and it was half-worn out when we lost it. We'll pay you \$1.50 for it." The retailer protested that he had just given a customer a pair of new shoes for an old pair and thought the laundryman should be equally as just. But the laundryman couldn't see it. "Your customer", he said, "had half the wear of his shoes and should have paid for what he had. That's justice, and it is also justice that I should not have to pay for the half of the shirt you have worn out." Now this retailer makes adjustments on the basis of wear received.

A Retailer's Attitude Toward the Prospective Customer

WHAT should the attitude of retailers be towards customers and prospective buyers? Should they humor the many whims and fancies, or should they adopt a more or less independent attitude in dealing with people who are unreasonable. The query is prompted as the result of a conversation with a Halifax retailer a few days ago. He declared that too many storekeepers do not show sufficient grit in their relations with customers—are too ready to make concessions, say in the matter of deliveries. "I do not mean that the retailer should be rude," he said. "On the contrary, he must be polite, but not fussy. I can generally tell whether a person will buy and in cases where I have nothing to suit I frankly say so. But I waste little time over people who hardly know what they want, expecting me to take a lot of trouble in showing them numerous lines.

"I always decline to deliver goods—this costs money and I give the customer the benefit of the saving. I also take every discount and this again enables me to reduce prices. Another rule I adopt is to refuse to advertise and neither do I have sales or use the word 'bargain.' My practice is to return the money if a customer is dissatisfied after having bought goods. I am also willing to refund the money if a customer, after having bought, can get goods of the same quality

at a lower price, but I have never had shoes returned under this condition.

"I recognize that my methods may not suit some classes of trade. I find they pay and the proof is that my business is steadily increasing. Delivery of goods, expensive store fittings and so on, must be paid for, and it is the customer who pays."

All of the views of this retailer will not meet with universal approval. For instance, in the matter of refusing to waste time with uncertain customers, we must not lose sight of the fact that many people are not gifted with the executive ability to think for themselves. A man may know he wants a shirt, a hat, a pair of boots or suit but, as this retailer says, he does not know the style, shape or color. There is little salesmanship in selling to the customer who comes in and asks for a certain shoe, just the same as he would ask for a can of beans at the grocery. Is it not, therefore, merely a test of the retailer's salesmanship to close sales with uncertain customers? Possibly this retailer was referring to a few isolated cases, but we think, in nine cases out of ten, the uncertain customer can be sold with little difficulty. Treating him in a "take it or leave it" manner is surely not on the side of good business.

In the delivery problem he has doubtless adopted the only solution—at the present time at least. If the customer desires delivery he should pay for it—extra; the burden of delivery should not be shouldered by carrying customers also.

This retailer also referred to a system by which he tabulates the profit on each sale; the total being made up daily. In case of a loss he deducts this sum from his daily profit. He also knows his daily cost of running the store, and in this way is able to tell each day what his net profits amount to. The time taken in making the entries is very short and the general results are eminently satisfactory from the point of knowing his business.

A customer went into a Toronto shoe store to get a pair of rubbers. It happened that the last pair of the style required had just been sold. "But," said the clerk, "if you'll just wait a moment I'll telephone to Blank's and see if they have them." He did and was able to tell the customer that he could get the rubbers at a competitor's store in the next block. This little service so pleased the man that he's going back to that store to get his next pair of boots. It's the little things that count.

Seasonable Opportunity

Thanksgiving day this year falls on Monday, October 14. Are you giving thought to special window displays and newspaper advertisements?

The Book-Keeping System Should Come First

An Expert Accountant Discusses Value of Book-Keeping and Particularly the Needs of the Small Merchant—Every Retailer Should Know at Night Where His Business Stands — Some Ideas on Collection of Accounts

AN interesting article was recently written for the Retail Merchants' Association of Canada by Mr. M. Y. Denison, of Denison & Holcombe, public accountants, Ottawa, Ont. While space does not permit its being published in full in "Footwear," we are reproducing the following educational extracts. Mr. Denison says it would be difficult to exaggerate the importance of accounting in the affairs of business, and that the very first step after deciding whether the business shall be conducted as a sole trader, a partnership, or a joint company is to consider when the books should be opened and what books of account are necessary. By all means arrange for the opening date of the books to precede that of the business by at least one month, and, by so doing, much unnecessary work will be saved and valuable records maintained for future comparison purposes. Again, in the event of fire before the date of the first inventory, the value of the merchandise on hand at date of fire will be very much more easily ascertained if a complete record of all purchases and sales from the commencement of business can be produced.

'Tis a story strange, but true, that when the average man starts in business he generally consults his solicitor regarding the necessary arrangements to be made. He then engages a reliable contractor to instal his fixtures, shelving, and so on. Next he takes care that all merchandise is purchased under the direction of one experienced and skilled in the particular lines in which he contemplates trading. The insurance agent is called in and consulted as to what and how much insurance he should carry. And, so on, he continues to seek advice on all points with which he may not himself be familiar; yet when it comes down to one of the most important moves in the entire program—the selecting of an accounting system which will the most readily yield him valuable information for his future guidance, he probably telephones to the stationery store to send him over a ledger, a day book and a cash book, and he's off. That it generally is a fair start and a bad finish is something he only finds out later, and to his sorrow. Another favorite method is to advertise for a bookkeeper, engage the best looking one that applies, and turn the job over to him, with equally disastrous results, in most cases. Too much care cannot be taken at this point, and every dollar and hour spent in the right direction will yield much larger dividends during the first year, especially, than a similar amount invested in merchandise. If the new merchant is not thoroughly familiar with accounting and with all the latest office appliances, time-savers, and conveniences, filing systems, credit and collection systems, etc., then how much better it would be if he assigned that task to one who is familiar with same.

"What system do you use?" is a question which is frequently asked the public accountant. One might just about as well ask a physician what prescription he used. Clearly must it always be a case of providing the system to suit the business, and not the business to

suit the system. And so it would be quite impossible to lay down any set list of books to be procured without knowing what particular merchant was to use them, but, in a general way, the following may be some guide to go by:

Ledgers

For businesses that aspire to any size whatever the loose-leaf ledger, of a size to suit, is, unquestionably, the most desirable. These have long since passed the experimental stage. Provision should be made, in most cases, for a general ledger, a sales ledger, and a purchase ledger, all three in one or one or more for each. The last two should be arranged in alphabetical or numerical order, with a suitable index for same, while the general ledger is best arranged in order of classification of accounts to be carried. Particular attention should be paid to the selection of ledger sheets and to the numbering of same. It is quite surprising how many firms are unfortunate enough to purchase just the kind the other fellow ought to have. There are many cases where if two merchants were to trade ledger sheets both would be better off.

Cash Books

Within the last few years quite a change in opinion has come about as to the correct form of cash book to be used. Formerly most everyone took it for granted that the only kind of a cash book to use was one in which the cash receipts were recorded on the left hand, or debit side, and the cash disbursements on the right hand, or credit side, many going so far as to include the bank withdrawals with the latter. Now, however, most accountants prefer to have the cash receipts recorded in a book by themselves, the total receipts, even to the last penny, being deposited in the bank. Such a method furnishes considerable protection against defalcations on the part of a dishonest cashier, makes the checking and balancing of the cash a very simple matter, and, to a large extent, prevents errors of various sorts. It also simplifies the cash book for a new bookkeeper or even for the manager. From a bookkeeping standpoint the cash received bears no relation whatever to the cash paid out, and, certainly has nothing to do with the money drawn out of the bank, so why confuse them? A separate book altogether, known sometimes as check register, is provided for the bank withdrawals, while a third one, known as the petty cash book, is used for small petty payments which are more easily made in cash than by cheque.

Invoice Register

This book is recommended for the entering of all invoices of goods purchased, or bills for expenses incurred. From here the amounts are posted to the credit of the creditors' accounts in the purchase ledger, where they remain standing to their credit until settled by payment or otherwise. As many columns as are necessary may be provided to give an opportunity to extend the various items according to the different depart-

ments into which the business is divided or the different expense accounts.

Bills Receivable (or Notes Receivable) and Bills Payable (or Notes Payable)

Most firms are now familiar with the use of these books, as in these days of high finance, few indeed are the firms who can get along without either accepting or giving notes or drafts in lieu of cash settlements, and these books are used for recording the particulars of each note therein. Some firms use the one book for both; others a separate book for each. The latter is preferable.

Day Book

Some firms still continue to use this relic of ancient days, but the vast volume of business passing through the average office to-day has necessitated its relegation to the scrap heap. In its place has come the modern "bill and charge," "counter check books," and "monthly account system," the first named for wholesale houses mostly and the last two for the retail trade. With the use of the latter the work of making out the customer's account is done throughout the month, and is always ready to hand to him should he call either during or at the end of any month. This serves to spread the work rather than to heap it all into a few days—mostly nights—at the end of each month, when, in the ordinary office, there is plenty of other things to attend to which cannot possibly be done at any other time.

The foregoing books usually form part of every accounting outfit, with, of course, the necessary changes in forms to suit special requirements; and, when properly selected, opened, written up, posted, and balanced at the end of each month, will constitute one harmonious whole which will tend to convert the bookkeeper's nightmare of yesterday into a pleasure-giving task of to-day, from which he will homeward tread his cheery way, feeling that his efforts have been directed along clearly-defined lines; that his records really mean something to him and to his employer; that he is no longer a cog in a poorly-lubricated piece of machinery, and, with such inspiration, he will be able to devote himself to the business of to-morrow with an enthusiasm that never did spell failure.

Taking the Inventory

So far, the merchant has been invited to consider carefully his style of organization, his accounting system, his credit and collection departments, with the purchasing and selling features of his business (which are not within the purview of this article), receiving their proper share of attention. Let us presume that his first fiscal year is drawing to a close and preparations are being made for his first inventory and for the compilation of his first financial statement. The taking of his inventory is one of the most important moves he will be required to make, and the utmost care should be taken to see that all merchandise is listed carefully, each department by itself, with the quantities and prices being carefully checked by someone outside of each department. The prices placed on each article should be cost, or less, with ample allowance for depreciation and obsolete models. In these days of rapidly rising markets this is not an easy task, and, furthermore, a conservative policy might well lead one to consider the possibility of large losses in the near future upon the declaration of peace, when many merchants anticipate that the market prices of many commodities will decline even more rapidly than they soared, and are providing against the inevitable loss in

consequence. The next step is to make sure that all liabilities are entered on the books before the closing entries are made. Neglect of this precaution often results in false financial statements being furnished partners or shareholders, the evidence of which is only discovered during the next few months, when the bookkeeping entries of the new year disclose invoices going through which properly belonged to the previous period.

The financial statement being completed, take it home and study it; eat, sleep, and drink it for the next few weeks, for therein is the story of the results of twelve months' effort, and the information gleaned therefrom must constitute the guiding factor in shaping the policy of the concern for the immediate future. This naturally leads one to a final suggestion regarding the reading and understanding of financial statements.

Shrewd business men take pains to learn enough about the accounts on their books to know where they stand at any time and whether the business is going forward or backward, and why.

To such men the knowledge of the vital facts of the business as shown in their books, provides means by which complete mastery of the business may be obtained. But these shrewd men are few in number compared with the many who do not take the trouble to solve the meaning of the accounts in which the history of the business is being recorded. Such men, finding the study of facts expressed in figures unattractive, too often leave the matter of bookkeeping entirely to their clerks, easily yielding to the difficulty of obtaining the correct interpretation of their accounts. In many other cases the proprietors, with little or no bookkeeping knowledge, yet dimly seeing the advantages to be gained by greater knowledge, continually struggle in unavailing efforts to comprehend the figures presented to them by their bookkeepers.

Whether the failure to grasp the important facts of a business results from insufficient attempts on the part of the proprietor or follows earnest efforts, ignorance of the true financial conditions has been the cause of many bankruptcies which might have been avoided had impending danger been known in time.

Fire Loss in Canada Greatest in World

A REPORT just issued by the Commission of Conservation on the fire waste of Canada shows us up in a very unenviable light. The fact is that **our fire loss per capita, is the greatest in the world**, amounting to approximately \$3.00. This is a big load for every man, woman and child to carry and seems all the heavier because it is unnecessary and unreasonable.

Of course, it is useless to argue that this loss is borne by the insurance companies. It all comes out of the people—directly out of those who pay premiums and indirectly out of those who do not, for fire means a national loss which is shared by all. And the property loss is not all—there is the inconvenience, the loss of business, of revenue, of wages—all clogs in the wheels of our national industries. And to think that much, very much, of this is due to sheer carelessness! The report summarizes the results of the Commission's investigations and offers recommendations for remedying the unsatisfactory conditions:

1. That the annual loss of life and property by fire in Canada—the latter averaging \$2.73 per capita annually for the years 1912-1915—is greater per capita

than in any other country in the world, and constitutes an enormous and increasing drain upon the resources of the Dominion, besides most seriously affecting the economic prosperity and general well-being of the people.

2. That such losses can be very materially reduced. This is clearly shown by the experience of European countries which have attacked the problem at its source.

3. That the loss by fire is chiefly ascribable to

(a) Carelessness due largely from a sense of security created by the present system of fire insurance.

(b) Faulty building construction.

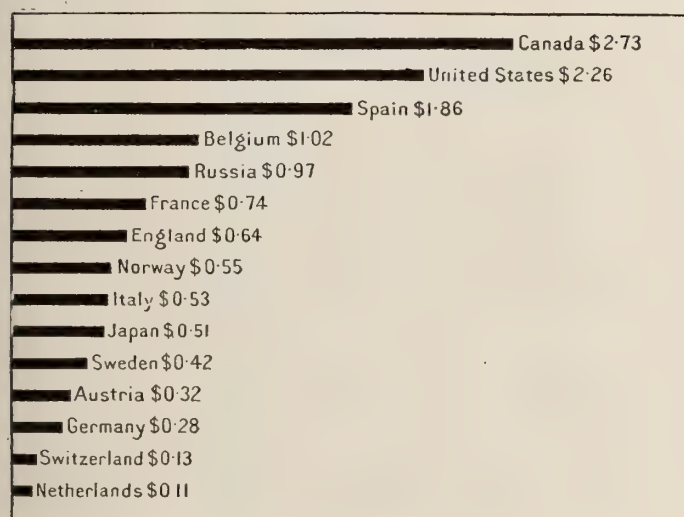
(c) Arson.

(d) Lack of adequate fire prevention laws, such laws as exist being poorly enforced.

4. That, for immunity from the danger of fire losses, the people of Canada are relying upon elaborate and expensive systems of fire-fighting and are giving too little attention to the prevention of fire.

5. That our fire departments, while among the best in the world in both apparatus and personnel, are not preventing the steady growth of losses.

6. That the monetary indemnity provided by fire insurance does not restore the values destroyed, but



Annual per capita fire loss in Canada as compared with other countries

merely distributes the loss, through the channels of commerce, over the whole people.

7. That the cost of fire insurance and fire prevention is, in a large measure, determined by the amount of the fire loss and cannot be expected to decrease except as the fire waste declines.

8. That, although the aggregate loss by fire constitutes a national problem, all fires are local in origin and are, therefore, locally preventable and controllable.

9. That property owners generally have not been sufficiently influenced by their own interests or the welfare of the country at large to use effective means to correct fire-waste conditions.

10. That existing legislation respecting the prevention of fire is inadequate and lacking in uniformity.

11. That such legislation is almost entirely confined to cities and more important towns, and that the dangers and hazards of fire in small communities and rural districts are without regulation or control, de-

spite the occurrence of a large proportion of the fire waste in rural districts.

12. That the only possible solution of the national fire-waste problem lies in the adoption of compulsory measures which, by reducing to a minimum the fire hazards in all communities and properties, will prevent the occurrence of fires.

13. That, owing to the failure of local authorities to deal adequately with the situation, the provincial governments should undertake the removal of a burden imposed upon the whole people and should safeguard the lives and property which, in the final analysis, constitute the true wealth of the country.

Shoes to be Dearer

SHOES for spring will be higher in price. The increased cost of labor and higher values of leather are the main causes for this advance, which will probably be 10 per cent. as compared with the spring goods of this year and higher in the case of calf and kid shoes. The shoe factories of Montreal and Maisonneuve have been severely affected by the military calls, and it looks as if manufacturers, if they are to maintain their output, will have to employ female labor to a greater extent than in the past. One factory states that they propose to engage women for work hitherto done by men.

Factories are busy, not up to capacity, but up to the restricted labor supply. Wages are being advanced right along the line. Tanners too, state that the demand for their product is strong and in some descriptions it is impossible to satisfy requirements. The consequence is that supplies are being proportioned so as to give factories something like a fair share of leather.

Shoe travellers will, in many instances, be on the road earlier than usual. Some manufacturers are pressing retailers to order as early as possible, in order to give the former a chance to fill the orders as quickly as possible, having regard to the labor shortage. Those retailers who put off their buying may find that manufacturers will be unable to execute the orders as quickly as desirable, having regard to the labor shortage.

Getting the Local Trade

A little town in Iowa was the logical centre of trade for the surrounding country, but merchants found that many buyers were purchasing from towns much farther away. Something had to be done, so the merchants got together in co-operation. Each one agreed to clean up his store and improve his service where he could; to fill his windows with attractive displays of seasonable merchandise and to use advertising space in the local papers to the best advantage. Each merchant acted individually according to his own judgment, but their combined work pulled collectively. In many cases the immediate gain in business amounted to from 15 to 20 per cent; the doubting Thomases who at first scorned the plan, have been won over and all are better merchants and better advertisers. Might it not pay some of our Canadian towns to co-operate in the same manner?

A Temporary Objection

The customer liked the shoes except that the soles were too thick.

"Well," said the bright clerk, "just take them and your objection will soon wear away!"



Mr. Geo. M. Hervey—7 years in retail, 40 in manufacturing. Does an excellent family trade.



Prominent Halifax Retailers



Mr. Geo. A. Cox—A new-comer but a sure one. Good business in naval and military footwear.



Mr. W. H. Walker, Dartmouth—In Business 18 years—Has made good.



Mr. L. Brucker, 131 Gottingen St.—13 years in business retailing. Also has large repair department.



Mr. D. H. Murphy in partnership with his brother—sole agency in Halifax for the Slater Shoe—Extensive business.



Mr. Wm. A. Murphy, of Murphy Brothers—Present store opened about two years ago at 441 Barrington Street.



Mr. G. D. Wallace—25 years in business—Looks after the buying end of Wallace Brothers.



Mr. J. F. Kennedy, 181-3 Lower Water Street
Large trade in rubbers, seamen's and
workmen's boots.

Prominent Halifax Retailers



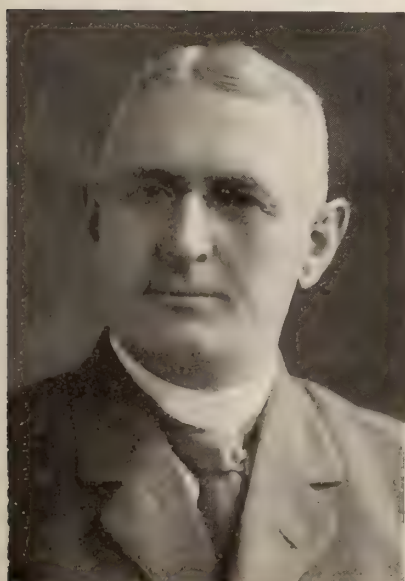
Mr. F. D. Hiltz, Dartmouth. In present lo-
cation 30 years; bought the business in
1911 a progressive shoeman.



Mr. Alfred Drake, Manager for the T. Lar-
son Co., 166 Granville Street. Good gen-
eral trade.



Mr. H. D. Wallace Partner, Wallace Bros.
This store employs 11 salespeople and does
a large business.



Mr. A. W. Redden Has been established
many years. Very high-class business.



Mrs. J. Patton, 21 Gottingen St. 30 years in
business and has the reputation of holding
her customers.



Mr. A. E. Blois, 102 Agricola St. Large
family trade - 7 years in the retail business.

Annual Sales \$100,000—Capital Three Years Ago \$300—Concentration of Store Service

TO reach an annual turnover of \$100,000 within three years of starting business on a capital of \$300. is an achievement worthy of some comment, particularly when such a business is given a clean bill of health by a chartered accountant, brings satisfactory returns on investment and enables the owner to discount every invoice for goods purchased. How it was done is told in the Boot and Shoe Recorder:

Sept. 26, 1915, witnessed the birth of the Stendal store. Armed with a capital of \$300.00, shoe retailing experience gained during a period of years as manager of eighteen stores and an intense belief in the possibilities offered by Minneapolis for the founding of a store which was to embody certain definite ideals of what the retail shoe store should be, Mr. Stendal opened for business with a small stock of men's shoes, in the rear of a store the larger part of which was utilized as a clothing and haberdashery shop.

This original salesroom was 40 feet deep with a width of some 14 feet. It had a seating capacity of 8 customers. Its window display space amounted to the vast total of 54 inches. To reach the shoe store, the customer was forced to make his way through the narrow aisles of clothing and hat departments. Stage settings were, as is very obvious from this cursory glance, extremely meagre.

After about one year opportunity offered slight additions to the original floor space.

Ladies' Footwear Added.

This opportunity was grasped and Mr. Stendal's dream of installing ladies' footwear reached the first stage of realization. Nov. 1, 1916, witnessed the addition of this line which, by the way, has now grown in importance to the degree that at least eight times as many women's as men's shoes are sold in the Stendal store.

Sept. 1, 1917, brought the anxiously awaited time when more floor space was available, it being then more than doubled. The present store is 100 feet deep, has seating facilities for 30 customers, and shelf space accommodating approximately 6,000 pairs of shoes.

As the customer enters the store, a display case with its rearguard of office desk and accessories is at the left. So carefully is the camouflaging worked out that the patron is unaware of the presence of the desk, adding machine, typewriter, etc., etc.

"There's a reason" for this arrangement. Quoting Mr. Stendal, "The small business does not, in my opinion, providing the proprietor is not afraid to do a little work himself, require the service of a cashier, or floor manager. The merchant himself can combine the duties of these two, in addition to being merchandise man, buyer and, when need be salesman on the floor." It is this belief, coupled with a further belief in the utilization of every inch of space, which has been given material expression in the arrangement of the store.

Office Arrangement Commendable.

Getting back to the office again, one finds, centered immediately back of the floor display case, a small roll top desk, and at the immediate right of the desk the

store safe with adding machine on top ready for service. To the left of the desk, surmounted by the cash register, is a cabinet, 26 inches square. One side contains compartments in which are kept the wrapping paper, twine, and such things, while a sliding wrapping board, out of sight and out of the way when not needed, is readily available as sales are made. In racks on the side of this cabinet next to the desk are kept the salesbooks, also readily accessible when needed.

At the right of the desk again one finds the typewriter, mounted on a swinging shelf, while a small set of shelves fastened to the inner rear wall of the window background affords a place for office supplies, samples, and kindred items.

Thus, without leaving his chair, this office arrangement enables Mr. Stendal to do any of the many things which are required in connection with the managerial end of running a retail store.

Many more things does this arrangement of the office at the front of the room do, however. And, in these further attributes, is found the reason why space has been thus utilized.

Window Display Visible from Office.

Mr. Stendal sits at his desk, he has a clear view of the window display. He can note the effect which the display has upon those who stop for a look at the footwear. From their facial expression it is often possible to gain a pretty accurate idea as to the effect upon the potential buyer. In other words, it affords opportunity for a little indulgence in study of what some are pleased to term "psychology of the crowd."

In addition to his view of the customer before she enters the store, this office arrangement gives this shoe dealer the chance of watching the front of his salesroom also. As patrons enter he is able to greet them without rising, and to call one of the salesmen to attend to their wants. From his seat at the desk Mr. Stendal likewise has a view of the entire sales floor and can at a glance the nature of the service which is being given.

Finally, in the case of the occasional fussy customer who, regardless of courtesy of salesman and service of the store, leaves without buying, a last opportunity is given the proprietor himself to jump into the breach in an endeavor to ascertain if it is possible in any way to transform the "departing looker" into the "remaining purchaser" class.

These various factors were kept in mind in planning the store arrangement. Their operation has proven to the satisfaction of Mr. Stendal that they have been no mean part of the reasons why his business has grown as it has.

Store Converted from Credit to Cash System.

Started originally as a credit and delivery store, for nearly two years the business has been run on what is now generally termed the cash and carry plan. This change was made on Sept. 1, 1916, after careful consideration, and in spite of the fact that credit losses had been so small as to be negligible.

That any shoe retailer can do business on a cash basis, with the elimination of deliveries, and that much

greater satisfaction attaches to a business so conducted, is Mr. Stendal's belief. "I made up my mind to get onto a cash basis and did so," said Mr. Stendal. "No advertising of the proposed change was done, aside from announcements to the trade when they came to purchase shoes. In advance of making the change, however, I put the proposition up to a small percentage of my best charge customers. I said to them in effect: 'Which had you rather do, pay me \$12.00 for a pair of shoes, have them charged and delivered to your home or office, or pay me \$9.85 cash at time of purchase, carry them home, and save the \$2.15?' All expressed a preference for the latter.

"Convinced that the change was desirable, I put it in effect. When customers would come to buy, I told them we were now doing business on a cash basis only. If they did not have the cash with them, I told them

their shoes, when the services of Uncle Sam are called into play and the shoes are delivered by mail.

It might be added that the change to the cash plan of merchandising, according to Mr. Stendal, has been the reason why, in spite of the limited capital with which the business was founded, it has been possible during two or three years of the store's lifetime, to discount every bill for shoes bought.

Detailed Knowledge of Business.

In conclusion, a still further factor instrumental in the healthy growth of this business has been the detailed knowledge Mr. Stendal has had at all times of the condition and progress of his business. Briefly outlined, his plan has its inception with the sales slip. A sales slip is made out covering every transaction. This carries, in addition to the selling price, data as to stock number of the shoe, its size and width. A cost sheet kept in the office gives the laid down cost on each number in stock. At the end of the business day these sales slips are assembled and their individual stories transferred to record sheets, men's shoes being entered in one column and ladies' in another.

The total selling value is obtained covering sales in both departments. Entering and deducting total cost gives total gross profits for the day. Deducting the day's expenses, estimated on the basis of predetermined average costs, gives the net profit for the day. This also makes possible the keeping of a perpetual inventory, which shows at any time the sales for any given period and the stock on hand at any given time, men's, ladies', and both together.

Business Checked Regularly.

Every sixty days a chartered accountant comes in, goes over the records, checks up, and gives a clean bill of health. So accurate is the plan used by the Stendal store that the most the accountant has ever found the books to be off was a half a dollar, surely a small discrepancy in detailed records covering the sales, gross and net profits of a business which now, in less than three years, due to the careful working out of a few well defined business principles and ideals, has grown from a little \$300.00 capital hidden-in-the-rear-of-a-salesroom infant to a lusty youngster with the \$100,000.00 annual sales goal in its chubby hands and eagerly looking forward to the early arrival of the day when this total will be at least doubled.

The shoe retailer who is not satisfied with either his store arrangement or his business methods may well take to heart the principles which have governed the operation of the Stendal store, Minneapolis, and which have been productive of the results briefly touched upon here.

An English newspaper states that a patent has been taken out on bootlaces manufactured partly from paper. Paper cord is spun upon machines now used for manufacturing paper twine and is afterwards coated or impregnated with a composition to give it the necessary waterproofing and other desirable qualities.

Keep your head in the overhead if you would get ahead.

Be honest with yourself. You can't do it without a proper accounting and stock-keeping system.

There's a heap of difference between looking over and overlooking—particularly where your stock is concerned.



Mr. J. F. Bentley, who covers Toronto and Western Ontario for Geo. A. Slater, Ltd., Montreal. Mr. Bentley is very well known in this territory.

that, in this one instance, in view of the fact they had not been advised of the change, I would charge the shoes to their account but that future purchases must be for cash. Every customer to whom this service was granted was listed in our ledger. The second charge was never made, reference to this list of customers thus notified and accommodated being made as sales were made.

Sales Volume Increased by Cash Basis.

"I not only found that the trade took kindly to the elimination of credit and deliveries, but the sales volume of the store has tripled since the cash and carry plan was adopted, thus proving that people will buy for cash and carry bundles, even without the patriotic reasons existing just now, providing the matter is presented to them in the right way and the saving thus effected is passed on to them in the form of lower prices."

This non-delivery policy is rigidly adhered to in the Stendal store, the only deliveries which are made being in the case of the infrequent customers who pay a six-cent parcel post fee in addition to the price of

Are Footwear Accessories an Extravagance?—Some Arguments That May Help Answer This Objection

I HAVE to spend so much money for shoes nowadays that I cannot afford any more for accessories to go with them. It keeps me bankrupt to buy essentials." Thus spoke the lady who had paused at the findings counter to glance at its display, to the saleswoman who stood waiting to offer her services.

Are Findings an Extravagance?

Is this the right attitude? Is it extravagant to purchase shoe trees when purchasing shoes? Common sense reasoning points to the fact that accessories are not luxuries, but essentials. They not only keep leather and fabric in condition, thus prolonging the life of the shoe, but the insertion of trees regularly and the alternation of several pairs of shoes help the footwear to retain its original shape and to look like new for weeks and perhaps months longer than would be the case were it merely dropped on the floor after wearing and allowed to lope over or stand erect as fate decrees.

Cannot Afford Not to Purchase.

Undoubtedly shoes are high-priced. No one will question that statement, but the higher-priced they are the more attention should be paid to keeping them in condition, for while one might afford to replace a \$3.50 or \$4 shoe frequently, one cannot be constantly purchasing \$10, \$12, and \$14 footwear without feeling the drain on his pocket—or rather her pocketbook—as it is the ladies who most often are obliged to pay these prices.

Answering the remark quoted above, the live saleswoman will say: "When you have to pay so much for shoes you cannot afford NOT to spend a little more for these accessories which will enable you to take care of them and get the best wear out of them. These dressings will preserve the kid and keep it supple and comfortable. At present we have laces which exactly match the shade of your shoes, but when these are gone we cannot guarantee to replace them in exactly the same color, as dyes vary. Then if the lady appeared to be interested in other accessories such as foot-comfort appliances, remedies, etc., there are endless ways to point out the fact that these items, while small in cost, are great in the relief they furnish from foot ills.

Point Out Logic of Accessories.

Retailers who carry a stock of findings and do not push them should ponder a little on this phase of the question. Set the case well to the front. Place a bright clerk in charge who knows something about the trade and about the goods she is selling and instruct her what replies to make to statements that customers cannot afford to invest small sums in accessories in which they are interested, and similar arguments. If it is economy to spend seventy-five or eighty cents to keep a pair of \$8 oxfords in condition it is economy to spend a dollar or two to preserve a \$10 and \$12 pair of shoes. The thrifty person—and we are all thrifty, since the war makes us so—will see the logic of this. Business has undoubtedly been good in the findings line, and it will be even better, for people are

realizing that hording up the pennies is not the only method of saving. Rather spend to get full value for your money and eliminate the non-essentials.

Any dealer in findings who points out that it is **essential** for the welfare of expensive footwear to keep it in condition after it is purchased and for the welfare of the feet to keep them fit for the increased service they must give in war time duties and war time work, with foot-comfort appliances, remedies, etc., will find his customers are open to conviction and ready to spend their money and save their feet—incidentally save more dollars by purchasing high-grade goods which will last much longer than the cheaper and poorer grade.

Alternate Wear Increases Life

The person who is able to buy several pairs of shoes and wear them in rotation will find that at the end of the year his shoe bill is much lower than he who buys one pair of shoes and wears it constantly. Unfortunately we all cannot be in the former class, but every prospective customer should be impressed with the fact that it is truer economy to have several pairs of good shoes, wearing them alternately, than buy one expensive pair and wear it every day. The average man or woman realizes that we should make use of a number of pairs, but we who are blessed with but a small income usually believe we cannot afford to invest in several. This idea persists unless someone can prove that it is incorrect. If you can show by actual demonstration that the yearly shoe bill will be reduced by the use of three or four pair of high-grade footwear rather than six or eight pairs of cheaper lines it will not take a great while before this reasoning will penetrate to the brain of the most thick-headed, and he will make an effort to save sufficient money to purchase two pair at a close enough interval so they will both be in condition at the same time, and he will keep them so by the use of proper appliances and by having small repairs made at once when they are needed.

"Upkeep" an Important Item

The shoe repair man is coming into his own and he, too, can do a great deal in convincing the public that the upkeep has much to do with the life of the shoe, and that we are really conserving in accordance with the government's desire when we buy the best grade possible and then see that it is kept fit to insure its lasting the maximum length of time.

This applies to every form of business. If you buy an automobile do you not allow a certain amount for depreciation? In purchasing a house you set aside the proper sum to keep it in repair each year. In issuing bonds a sinking fund is always established to meet payments as they fall due. The greater the original cost the more as a rule is set aside for upkeep, although in percentage such items figure remarkably low. The same should be true of footwear. If one can afford to pay a high price originally, he can afford a little more to keep his original investment intact and secure maximum efficiency from it. As a rule customers do not consider accessories in this light. They consider them

luxuries, but if the fact is pointed out that the dollar spent now may mean several dollars saved later they are open to conviction, particularly in these days when we are all learning and testing out theories which were considered far-fetched or impractical not long ago. Tell your customer who considers that \$12 spent for a pair of boots is too expensive, \$5 spent is all she can afford, that it is more extravagant to purchase footwear made of cheap materials put together in a slipshod manner so that the surface appearance only is good, but which do not wear or keep their shape after being caught in a storm or subjected to any hard usage, than to pay twice as much for a pair of kid shoes which are manufactured from firm leather with a good sole and proper linings and will retain their shape if cared for properly for several months to come. Impress also the fact that "cared for properly" means the use of the proper findings to preserve them. They will last more than twice as long, will hold their shape and retain their good appearance, not to mention the greater satisfaction in their owner's feeling of being well dressed all the time, which one cannot have in a worn-out and sloppy pair of shoes.

What Are Really "Luxuries"?

The same argument applies to what might more reasonably be called "luxuries," such as buckles. Think over the matter, however. Are such buckles extravagance? A pair of plain pumps may be transformed by the use of beautiful buckles. These buckles are not necessarily thrown away after use on one pair of slippers. They may be used again and again, and when tired of wearing them on footwear, milady may transfer their usefulness to her hat or some other article of apparel. Thus in considering the length of time they do service as against their original cost one will find that the most expensive buckle may be a good investment in the end. They lend distinction and individuality to the plainest slippers and this is what the carefully dressed woman desires above all else.

It will be found that the majority who habitually purchase findings use the better grade of shoes. They

have been sold on the idea that it is cheaper to spend a little bit more money at first to save it in the end. Try to bring this more forcibly before the entire public.

Present conditions have made people think until they are ready to accept such arguments if presented in a forceful, convincing manner.

Using Findings Properly.

How about the proper use of findings after they are purchased? Your customer may be convinced and may purchase just what she should have to keep her footwear in condition and to preserve its beauty—but will she make use of these accessories properly? Thereby hangs the tale. Many a pair of shoe trees languish in a corner of the clothes closet cabinet or shoe box unused. Many a bottle or a box of polish never sees the light of day after it is bought. Glance at the feet you meet to prove this assertion—although untidy looking shoes are becoming more the exception than the rule since the public has been educated to the necessity of keeping millinery styles in good condition. Carry on your educational campaign after the goods leave your store by inserting in your advertising, circulars, and emphasizing in every way possible that accessories must be used to prove their worth. One cannot say a pair of shoe trees are of no value if they are left in the box and not placed in the boots. One cannot say a dressing will not preserve the shoe if it is used only once. Make plain to your trade that they must care for their footwear regularly to secure the best results. It takes but a moment to brush off the dust when removing the shoe, yet your little attention means much in the length of its life. It takes but a moment to stand it properly. Yet this moment means assistance in preserving its shape.

Once a User, Always a User.

One can make these facts clear to customers without impressing upon them that he is forcing the line. Tell the story in such a way that they feel you are doing them a favor—as, in fact, you are. Once a person is converted to the findings habit he remains always faithful.—Shoe Findings.

The Bend and Belly Qualities in Fibre Soles

O PINIONS are occasionally voiced on the advantages and disadvantages of the fibre sole.

Some have noticed a tendency toward spreading, others toward cracking and so on. Retailers who have had complaints in this regard may have formed the opinion that fibre soles, in general, are not a success. It is well worth considering, however, that there can be two qualities of fibre sole, just the same as there may be low and high grades of leather and low grade leather would give just as unsatisfactory service as low-grade fibre. The Boot and Shoe Recorder has classified the fibre soles into bellies and bends, and states that the wearing possibilities are governed entirely by these qualities. The shoe industry from the machinery standpoint and the entire art and handicraft has been built up about and around leather. The shoe manufacturer knows leather. He knows the difference between the sole cut from the bend and the sole cut from the belly. But up to three years ago he didn't know the differences in fibre soles and had little or no experience to guide him.

Leather bellies on to-day's prices can be bought at from 30 to 38 cents a pound, while bends run from 90 to 92 cents a pound. No amount of publicity, no amount of aggressive salesmanship would induce a manufacturer, making a good grade of shoes, to buy bellies for his bottom stock. He knows that bend leather is close-knit, hard of fibre, with a minimum of stretch, and long wear.

Fibre Sole "Bends" and "Bellies"

There are fibre soles on the market to-day representing bends and there are so-called fibre soles representing bellies. If the manufacturer realized that there were these differences in quality he would then use the bend quality and give something to his trade that would prove satisfactory, both to the merchant and to the consumer. Many manufacturers, however, seem to have bought fibre soles in sort of a hit and miss fashion and frequently it has been miss rather than hit. Low price, or some other factor has too often held a prominent place in his mind. Sole material other-than-

leather should not be considered a temporary institution, nor should it be based primarily on an economic demand.

The manufacturer, having been accustomed to use leather for bottoming stock, has failed in some instances to recognize that some little changes were necessary in the process of manufacture when other-than-leather soles were being used. Leather soles are put in temper, that is, they are softened and then are ironed out and levelled or moulded into position. Other-than-leather soles can't be dampened or softened, because they are water-proof and, consequently, must have somewhat different treatment. If the fibre sole has stretch enough to stand for the excessive levelling and is of the belly character it will spread, but if it is of the bend character, it will not. The manufacturer who understands these things will have little trouble. But if he goes ahead and treats it as he would an ordinary leather sole, ironing it out and levelling it, he is apt to meet serious difficulties. There are no big changes necessary in the manufacturing of shoes with other-than-leather soles, but certain little details that have to be given attention. The bend qualities of other-than-leather soles can be stitched aloft, grooved, or channeled just as in a leather sole. They can be successfully stitched either on a McKay or Goodyear machine.

Problem of Bottom Filling

A great deal of the trouble heretofore encountered in the use of other-than-leather soles may be traced to improper bottom fillers. Ground-up cork filler is the most convenient material for this purpose, but is the poorest for use in other-than-leather soles, because of its tendency to roll and bunch up after the shoe has been worn. Pieces of felting or even felt roofing have proven most satisfactory fillers for other-than-leather soles.

The manufacturers of other-than-leather soles who are perfecting their product and maintaining the bend quality seem to be having very little trouble with their product. Many of these soles are now made so that they will take and retain any color of edge finish and so can be made to harmonize with any color of upper leather. They have, therefore, demonstrated their fitness to remain an important factor in the shoe industry, and as time goes on their field of usefulness will, no doubt, be broadened.

The Leather Market

A LARGE leather dealer informed us the other day that the kid situation was very acute at the present time. There is a fair amount of high grades obtainable and also low grades, but it is almost impossible to secure intermediate selections either in colors or black. Those using high grade skins do not feel the pinch so badly, nor do those who use the very low grades, but manufacturers making a medium-class shoe find it extremely difficult to secure material. Apparently there is nothing better in sight until the various obstacles, chief of which is transportation, are overcome, and this is not looked for until the war is ended. The transportation difficulty will increase with the coming of winter. The kid-skin manufacturers are following their practice of apportioning the output among jobbers and shoe manufacturers as fairly as possible.

In tan and mahogany the price for first-class kid is around \$1.00 a foot—just about double pre-war

prices. The better lines of gray run about \$1.10 a foot, and blacks are selling from 25 cents to 80 cents a foot, according to grade.

The supply of calf is reported to be fair, although there is the same scarcity in higher grades. A lot of low-grade stuff is available. In colors the prices are running from 40 to 70 cents and in black from 35 to 60 cents.

Sheepskins are coming a little better at the present time, although prices are extremely high—in colors 18 to 25 cents and black, 13 to 25 cents. The sheepskin price is kept at high level on account of the scarcity and demand for wool. The wool puller who buys the skin pays a high price, not so much on account of the hide, but because of the wool. Therefore, to get out of the deal with as much profit to himself as he can, the price on the hide is raised.

Changes in Tap Soles

IT will be remembered that, in our last issue, we called the attention of our readers to a needed reform in the manner of handling tap soles. There is often a very considerable waste of leather, both in the tannery and in the repair shop, when taps cut on the old straight dies are fitted to shoes on slender, pointed lasts. The sole leather tanners and shoe repairers have both come to a realization that such practice is not consistent with the present necessity for conservation, and the tanners have accordingly changed their method of selling taps. The No. 5 is now No. 7; No. 7 is now No. 9; No. 9 is now No. 11, and so on. The saving being effected is more in the width than in the length. For instance, the largest boy's size is now the smallest men's size. A general 5 per cent. reduction in prices has been made and as the smaller sizes will cost the repairers less it will be to their advantage to buy them. In this way the desired saving will, it is thought, be accomplished. The above changes refer only to the taps for men's shoes.

The Sole Leather Situation

HEAVY sole leather for army purposes continues to be in strong demand, and there is also a good demand for the lighter weights available for civilian use. We understand some good blocks of leather have been sold by Canadian sole leather tanners to the British government. There has been little or no change in price during the last sixty days, and the outlook for lower figures is not very hopeful. Indeed the signs all point to another increase if there is a change of any kind. We are informed by one large sole leather tanner that his output is sold up for the next six or eight months. A great deal of trouble is being experienced in tanneries just now by the uncertainty of labor. In one instance ten employees left a tannery last week to go into munition factories.

Style Briefs

It is predicted that the coming season will be a strong one for gray. Leather manufacturers say this is their biggest selling color.

The more general adoption of the oxford this year has apparently been very satisfactory. Manufacturers say the coming spring will witness a larger sale of oxfords than ever before.

Shoe and Leather Trades at the Toronto Exhibition

THE Canadian National Exhibition, held at Toronto each year, is now so firmly entrenched in the minds of business men in all parts of the country that, in spite of the tremendous handicap of war conditions, it is felt that an annual event of such importance must not fall below the standard. As a matter of fact the tendency this year has been to put forth even greater efforts to make the Exhibition surpass the showing of other years. The slogan of the management was "Produce and Save" and ways and means to this end were numerous and varied in many demonstrations ranging from the powerful farm tractor to the process of preserving beans. Exhibitors stated that interest in all the displays was, if anything, keener than ever before and the many new appliances, devices and manufactured articles were being continually explained and demonstrated to ever-changing audiences.

The shoe and leather and allied trades were splendidly in evidence as usual. In the Manufacturers' Building the display of the Breithaupt Leather Company drew many visitors who were received by Messrs. Breithaupt and Puncher. In show-cases at the edge of the exhibit were many excellent samples of Canadian made boots equipped with Breithaupt soles and the public, always interested in soldiers' equipment, inspected several army boots, including the United States "Pershing" trench boot, the British "Kitchener" trench boot, the United States marching boot and the Canadian army ankle boot. The walls of the exhibit were hung with leather of the different Breithaupt tan-nages—Union, Lion, Eagle, Penetang, Trent Valley, Royal Oak—and cut soles, heels and Jumbo blocks were also shown. At the back of the exhibit, in the centre, was a handsome service flag showing that 63 employees are in the ranks and that 6 have already made the supreme sacrifice.

The display of the Anglo-Canadian Leather Company, in the same building, was unique and instructive. A number of glass jars contained samples of the materials and extracts used in the different processes of tanning and there was a good display of sole leather, cut soles, taps and heels. The exhibit was built up and decorated with tan bark, making it quite different from the usual display.

A. R. Clarke & Company had a display in their usual location and their line of gloves, mitts, mackinaws, shirts and so on, was the centre of considerable interest. A feature of the exhibit was the Canadian army mitt.

In the Manufacturers' Building, also, one could find the answer to that question "How Many Sides Has a Cow?" at the display of the Dupont Fabrikoid Company who show that their artificial leather is very suitable for some grades of slippers and boot toppings.

In the Machinery Building the United Shoe Machinery Company displayed two machines—a 6 and an 18 foot—and a stitcher.

The Dunlop Tire and Rubber Company had their old stand in the Process Building and Messrs. Thompson, Webb and Van Every discoursed on the advantages of "Acme"—the Sole of Perfection. Miniature

sample soles were given away as souvenirs. A pair of shoes worn by a policeman for 10 months was shown to be in splendid condition.

Gutta Percha & Rubber Limited, at their exhibit in the Process Building, had a good display of tennis and other sport shoes together with "Tenax" soles. Mr. Chadwick Mather is the footwear man for this company. In other years it has been the practice to distribute small rubbers as souvenirs, but this year the company say they have been too busy and help is too scarce to make them.

In the same building the Canadian Consolidated Rubber Company had an extensive display, portraying, by a series of paintings and samples, the history of rubber products from the time of leaving the rubber trees in Ceylon and South America until they are turned out in the Canadian factories. There was a good range of sports shoes, rubber soled slippers, pumps and so on, in addition to the regular lines of rubbers and Rinex fibre soles.

Mr. Turner, in charge of the exhibit of Charles Tilley and Son, stated that their pastes and polishes were in large demand and the kiddies were attracted by souvenir fans and balloons.

The Nugget Polish Company gave free shines to those who had acquired the dust of the Midway and with each sale of a box of polish gave away a pencil box with pen and pencil. Messrs. Howard and Bol-lard were seen at this booth. The Nugget polishes are made in four colors—black, tan, dark brown and toney red.

The Scholl Manufacturing Company carry on a good educational work each year and make easier the path of the retailer in selling foot comfort specialties. Advertising matter was distributed and free advice given to all sufferers.

Under the grandstand the exhibit of the Natural Tread Shoe Company, in charge of Mr. Taplin, the manager, was well patronized. An educational contest was conducted, open to the children of Toronto, in which seven pairs of Natural Tread shoes were given to the writers of the best essays on the foot.

Beal Brothers had their usual large display under the grandstand also and their trench-boot, which is in great demand by the soldiers in France, was a feature. They also exhibited a particularly well modelled military legging.

Do You Know Your Costs?—Some Questions to Ask Yourself

IS your net profit what it should be for the amount of the capital you have invested and the business you are doing?

Do you know the total cost of operating your business for a month or a year?

Do you know what your fixed expenses are for a month or a year?

Can you tell what it costs to operate each department of your business?

The first profit on stock is made by discounting the bills. Do you take this profit?

Do you pay yourself the same salary that you would have to pay someone else to take your place?

Do you charge depreciation into your costs so that

your equipment can be replaced when worn out?

Your investment is money borrowed from yourself or someone else. Do you figure in your costs the interest on your investment?

Do you also include in your costs the interest on money used in paying operating expenses?

Do you figure in a proper percentage to cover bad accounts, concessions to customers, damaged goods, and similar cases?

Do you have difficulty in meeting your pay-roll or other expenses?

Do you know the amount of unprofitable business you do each month?

Is the percentage of unprofitable business each month increasing or decreasing?

If your building burned to-night would you have a record of the amount you have invested in stock and would you have money to start again next day?

A New Way of Making Shoes

THERE are many different ways to make shoes, some of which are in use in only a few factories. They are used in those factories where they have been invented, as a rule, since they cannot be used elsewhere except under conditions satisfactory to the firm inventing them.

One of these new method shoes is rather different from anything ever seen in other factories because it is part McKay and part Goodyear, so to speak. In the first place, the insole is made in three parts, and all these three parts are sewn together on the Zig-Zag machine so that the full insole is fashioned. One part is called the toe-piece, another the shank and the other the ball, or forepart. The shank is canvas, the ball is of felt, while the toe is of leather.

This shoe is called a New Process shoe and it must be very easy to the foot, since it does away with tacks and wax in the forepart. It is also a very flexible shoe because the forepart itself is sewn on the inseamer while the rest of the bottom is sewn on the McKay. This is a proposition difficult to understand by most shoemakers, but it is done in the particular factory where the shoes are seen.

The idea seems to be to get flexibility and smoothness in the same shoe and they have been quite successful in this. The shoe, in fact, might be called an imitation turn as it is like a turn in many respects.

After the three parts of the insole are put together, so as to make a complete insole, the insole is tacked to the last, after which the shoe is lasted as a McKay would be lasted, except in the forepart from ball of shank to toe. There is a piece of tape sewn to the insole, when the insole is being made, and this takes the place of the lip always necessary on the welt insole. The insole is not channeled at all to get this lip, as the tape forms the lip.

Now the shoe is lasted all around excepting along the ball where the tape is seen on the insole and here they sew the upper in on the inseamer. In fact, the ball is just the same as the Goodyear welt, so far as the inseaming is concerned. The rest of the upper, being lasted in all around, same as the McKay, the shoe goes along and there is a regular McKay outsole laid upon it. The tape which forms the lip will lay down under this outsole so that the whole bottom is smooth when it is finally sewn on the McKay machine.

The whole shoe may be classed as a McKay and it

is similar to the McKay except the work done in the forepart where the inseamer sews the upper in. Along the ball of forepart there are no tacks on the inside of the shoe and this constitutes the great improvement in the bottom. There are tacks in the toe, of course, and some in the shank and heel-seat but these are covered up so that the whole inside is smooth while the shoe, as already said, is extra flexible because of the way it is made.—Shoe Topics.

Tanning an Elephant Hide

JUST about a year ago last August a man who buys hides for us was around the tannery one day, and he said he knew where there was a baby elephant hide that he thought he could buy, and wanted to know if we wanted it, and never having had the experience of handling elephant hides, although during my life I have tanned most everything else from alligator skins down to South American lizards, I bought the hide. It seems that a circus was going through this part of New York state when this elephant either died or was killed. I do not know which. We measured the thickest part of the hide and it measured about 2 in.

I gave orders to put it in the soak. The weather being hot I put in a ton of ice in the pit and soaked it for a week. From there it went into the limes. It took about three weeks to lime it. From there it went into the pickle, which consumed another ten days. When it came out of the pickle it was a question whether to tan it out in extract or in chrome, and finally decided we would tan it in chrome. It required three weeks before we had the hide thoroughly struck through with chrome, it being agitated every day. I started it in a drum but finally took it out and finished it in a still liquor. From there we took it out and dried it. It dried very much quicker than I thought it would. In three days it was bone dry. Then came the question of softening it up. We washed it and put it in the drum and gave it a good fair dose of fat liquor, and it dried out quite soft.

I have read from time to time descriptions of tanning elephant hides. If I remember correctly, the papers said that it would take about a year. Undoubtedly these were tanned in bark. Take it all in all it was quite an experience, and well worth the trouble. The heaviest part of the hide are on the legs. I think some portions of it would measure at least 1½ in. thick.—E. L. White, in Shoe Topics.

Reinforcing the Sole

A Toronto repairer in finishing sewn soles drives in a couple of nails at the widest section of the ball of the sole. This, he says, is where the greatest strain comes in walking and the nails act as a reinforcement. We do not know just how general the practice is, but it looks like a good one.

A merchant down in Missouri bought a barrel of small marbles and then advertised that they would be sold at a penny a grab. Anybody could have as many as he could grab in one handful. The grab lasted all day and the marbles paid for themselves. The merchant said the idea paid over and over in increased sales, the grown-ups taking as much interest as the children.

Spreading the Gospel of Service

READERS will doubtless recall an editorial in our August issue citing the case of a customer's experience while endeavoring to purchase a pair of white canvas shoes. The treatment in one store savored strongly of actual insult, but in the second store was a revelation in courtesy. No names were mentioned in our editorial, but the retailer in the second store evidently put two and two together and decided that his was the store referred to. The parcel having been delivered he knew just to whom the sale was made, and took advantage of our commendation of the service in his store to write a personal letter to the customer. We do not think we are violating his confidence by reproducing the letter which came into our hands in the same way as did the details of the transaction in the first place. It expresses so thoroughly the principles of a store wherein service is a religion that it should be of value to every retailer:

Dear Mr. Blank:

Enclosed is a cutting from one of our trade papers which seems to us to refer to a transaction we had with you a short time ago. The particular sale is brought to our mind by the unusual combination of canvas boots and rubbers.

We assure you that it is very gratifying to us to know that the courtesy and service we endeavor to give our customers is appreciated and it is very nice to have it taken notice of in the way you have done. You know we go to other stores ourselves to make purchases and we are impressed favorably or otherwise by the treatment we receive. Unfortunately it is too often otherwise.

Service is the backbone of our business and it is only by giving something extra in that respect, and good value for money, that we hold our own against our competitors, which we are surely doing. Very many thanks for your expression of satisfaction. We appreciate just as much as you the conditions which prompted you to put the facts before the paper.

Trusting that we may again have an opportunity of serving you and assuring you of our utmost efforts at all times to please you, we remain,

Yours very truly,

Often in the desire for the ultra-modern in store-fronts, equipment, stock, and exclusiveness generally there is lost to the mind of the retailers the fact that the fundamental principle of retailing in any form is "service to the buyer." With fine fittings sometimes comes a snobbish aloofness, reflected by every member of the selling-staff—a haughty disdain to stoop to such a menial task as endeavoring to please the customer. The retailer of whom we speak, however, has indeed the right idea.

The Halifax Trade

A REPRESENTATIVE of Footwear, recently in Halifax, reports retail conditions exceptionally good, although the jobbing houses say that in the province generally business is "nothing to write home about." Unlike most cities, Halifax is doing a fine business in men's shoes. This is due to the large, permanent military force established in the city—men who purchase the military type of shoe to replace that issued by the government, which is too heavy for everyday use by the hundreds of men who are military clerks, etc. Then thousands of men, many from outside places, are engaged in reconstruction work, due to the explosion in December last, while another cause of the revival in trade is the heavy influx of seamen, mercantile and naval.

The retailers have some splendid stores. They have established a boot and shoe section of the Board of



Mr. R. J. Noton, now Eastern Ontario Representative for Geo. A. Slater, Ltd., Montreal. Mr. Noton has been with the company for a long time—latterly in the Sales Department.

Trade, of which Mr. Hart is president, and Mr. Drake, of Larson & Company, secretary. No regular meetings are held, the members being called together when occasion requires. The subjects discussed include selling to consumers by jobbers, early closing and so on.

Trading With Toronto

UNDER this caption the Peterboro "Review" recently drew attention again to the necessity of local advertising to meet mail order competition from the larger cities. Following is the editorial:

"Several dray loads of the trade catalogues of a well-known Toronto department store have just been delivered in Peterboro. The post office is cluttered up with these volumes, every one of which weighs over a pound, and the letter carriers are weighted down with them on their rounds. The rural mail deliveries, too, are finding their duties somewhat more than doubled for a few days in the work of distribution, as a large percentage of these catalogues go to the country.

"Every such catalogue so received is a dead loss to the city as it will divert money to Toronto, money that would be better invested at home. And the pity of it is that anything listed in the catalogue can be secured in Peterboro on terms just as advantageous as those offered by the department store. It is the advertising that draws the customer to the larger centre, and the tide can be turned by the home merchants making the same free use of printers' ink."

Many stores in Boston now refuse to make c.o.d. deliveries unless a deposit is made in the store. The rule is \$1. deposit on sales up to \$10. and 10 per cent. on sales over that amount.

Dominion Rubber System's New Home for Employees

THE illustration shows the new Dalhousie Hall erected by the Dominion Rubber System as a home for women and girls employed at the Maple Leaf Rubber Factory, Port Dalhousie, Ontario.

The entrance to Dalhousie Hall on Main St. is of carved stone and is ornamented with tasteful electric light standards, the main doorway being slightly above the level of the street. Through a pair of French doors of solid oak, the visitor enters a lobby, where a short stairway leads to the level of the main floor, six or eight feet above the street. Another pair of doors leads thence into the main hallway, and to the large reception room extending across the full width of the building and divided into two sections by the hallway. The section on the right is used as a living room, and that on the left is a music room. Both are furnished with furniture including tables, chairs, pianola, etc. which, with the hangings and pictures, show careful selection as to harmony of color and design. The main hall is carried through the centre of the building to the entrance of the dining room, the vista from the entrance extending through the glass doors of the dining room to a large fire-place immediately opposite the entrance.

French oaken doors, of the type already referred to, are a notable feature of the designing throughout the building; these doors separate main hall from dining room, and all stair halls from main halls on each floor, thus providing plenty of light and at the same time effectively separating each apartment. The wood-work throughout is of hardwood, satin finish.

Reverting again to the main hall, this is flanked on the left with another small reception room, an ample sized cloakroom, and, further in rear adjoining the dining room, the office of the Social Secretary. The dining room with its polished maple floor, large brick fireplace extending to the beam ceiling, and windows in pairs on east and west sides, is a most attractive room. It is furnished with twelve circular tables, having a maximum seating capacity, without crowding, for 72 persons.

In the rear of the dining room, and extending across the width of the building, is a most thoroughly equipped kitchen, with every facility for rapid service of appetizing meals. An unusually large electric range occupies a central position. A large refrigerator on the main floor is supplemented by a cold storage compartment in the basement.

The basement floor, which is sufficiently elevated to be very well lighted, includes a recreation room appropriately decorated, suitable for the entertainment of a large number of guests.

Furniture includes tables, chairs, piano, etc. A laundry, with several sets of stationary tubs, ironing boards with electric irons, drying closets, etc., is also included on this floor. The heating equipment for the building,—a Spencer steam boiler system—fuel storage, complete water-works system comprising electrically driven pumps and storage tanks for hard and soft water, are also included in the basement equipment.

The first and second floors are used for completely furnished bedrooms. The furniture for these rooms was specially designed, principally in ivory enamel finish. Draperies and rugs for these rooms are in a variety of tones to harmonize with the furniture.

At the rear of the building, balconies on each floor give views of Lake Ontario, which is but a couple of hundred yards distant. A splendid bathing beach is in close proximity and Mr. Rieder has kindly permitted the erection of suitable buildings on his property, fronting on the lake shore above the beach, for use of residents of Dalhousie Hall.

Much credit is due to Miss D. Rieder, Social Secretary, for the excellent taste in which the building is furnished throughout, and for the admirable manner in which the home is conducted.

The enterprise is one which places the Dominion Rubber System as a leader in movements having for



Dalhousie Hall—Port Dalhousie, Ontario

their object the welfare of employees. It is in keeping with the progressive policy taken by the company, under the presidency of Mr. Rieder, and heretofore evidenced by a continuity of interest in the welfare of all Dominion Rubber System employees.

Credit must be also given to Mr. P. Y. Smiley, footwear factory manager, for the zeal and interest he has manifested in this project. He has ably supported Mr. Rieder in providing a home that is easily the best and most complete of its kind in Canada.

A Tip for Manufacturers

A NOVA Scotia retailer expressed the opinion recently that manufacturers could learn a lot by getting closer to the retail trade. He has been in both lines and from his experience believes that manufacturers would be better able to serve their customers by knowing more definitely their requirements. The manufacturer's information, in most cases, is secured through travellers and by correspondence. By getting out among them this merchant thought they would get a much clearer insight of what was required; what the dealer is up against in some cases. The maker would learn a great deal about the fitting of shoes which would be valuable in manufacturing. This retailer told us that he had learned many things as a dealer that he had little idea existed when he was in the manufacturing game.

Annual Outing of Greb Shoe Salesmen

REPRESENTATIVES of Greb Shoe Company, Limited, Kitchener, were the guests of their President, Mr. E. C. Greb, at his summer home at Grand Bend for ten days, commencing July 29th, those taking advantage of the outing including Mr. Fred Lashbrooke, Western Representative; V. L. Holmes, Northern Ontario; Mr. J. J. Lembke, North Western Ontario; Frank M. Smith, South Western Ontario; Art. L. Brown, Maritime Provinces; Mr. Fred. Daub, Superintendent of the Factory. Mr. W. A. Gutzell, Eastern Ontario representative, was also present for a few days, but owing to illness in his family, was called home.

The snap-shot of the group, herewith, tells its own story. Owing to the love of the great outdoors fostered by two of the party, Messrs. Smith & Brown, a tent was erected on the lake shore, which very soon was christened "The 'Yellow Label Inn,'" and decorated accordingly by the artist, Mr. Brown. This tent was the centre of attraction during the entire stay.

To describe the enjoyable time spent by the men would be difficult; All business cares were forgotten, and only one day in ten was set aside for a general discussion of the set of samples especially taken along for the purpose. As those present were qualified to express the opinions of the trade from Coast to Coast, many good points were brought out in respect to new goods, and the men proclaimed that as never before have they felt so proud of the goods they represent.

Among the many pastimes of the week was a fishing trip to Kettle Point, at which Mr. Fred Lashbrooke held the honors for the record catch of bass, the other members of the party coming very close.

An absentee to the party was Mr. Jas. Lamonte, the Manitoba representative, who telegraphed at the last moment that he would be unable to attend.

"All work and no play makes Jack a dull boy." This acceptable motto has been a bye-word of Mr.

Greb's, who promised that this event would be an annual one. This announcement was greeted with cheers and a hearty vote of thanks was tendered Mr. Greb



Snapped at the Greb Shoe Outing

for his hospitality. The outing in every respect is one that will long be remembered by everyone present.

Advertising As It Is Done

FROM a newspaper in the Maritime Provinces this month we have clipped an advertisement calculated, no doubt, to be so effective that it will take the paper off the wall. Some advertisements are worthy of the name, some set up a mournful wail, a few are boisterously loud, others are cringing in their tone, but this one is a scream. It takes up a full page and contains the following choice bits which prospective advertisers will do well NOT to copy:—Prices Cut to a Whisper; Notify Your Friends and Neighbors; Prices Whittled to a Whittle; Read it Through—Hurry, Hurry, Hurry; Prices Cut, Slashed and Torn to Pieces; Electrifying Bargains; We Are Forced to Make an Enormous Sacrifice; Borrow the Money if You Haven't Got It—but Come; Footwear at Less Than the Actual Cost of the Raw Material; If You Don't Attend This Sale Don't Blame Us; Incredible Prices; Our Loss is Your Gain.

Prominent in the advertisement is the advice: Be Optimistic! A "slashing" sale of this kind (if the advertisement tells the truth) when the leather situation is so uncertain, looks to us more like rank pessimism.

The merchants in a certain town recently got together and agreed to a plan for conserving labor. At one o'clock each day a sign appears on the door of every store stating: "Store Closed." This gives the employees a chance to go to lunch and there is no necessity for other salesmen to watch the store during their absence. It is said that while a few of the merchants who employ only one or two salesmen could not cut down their forces, many of them who employ several men found it possible to let at least one man go. It was found very easy to get the people to shop earlier or later in the day. All stores in this town close at 6 o'clock each evening except Saturdays and the evening before holidays.

Repairers Battle for Baseball Supremacy

Also Discuss the Matter of An Increased
Schedule of Prices



A COUPLE of weeks ago the Hamilton shoe repairers oiled up their gasoline buggies, dusted off the sphere and the hickory and journeyed to Toronto with the intention of carrying home the pelt of the Toronto Association baseball team. They failed—ignominiously. Here's how it all happened. When T. Wilman, of Hamilton was enroute his machine turned over into a ditch. He must have blown in its ear or something, because it never did that before and the consequent effect was derogatory to the batting ability of the team. After much strenuous labor the car was righted, the front axle straightened and the trip continued.

The Toronto members had been waiting at Scarborough Beach Park all afternoon but it was not until about 6 o'clock that the delinquents showed up. After supper it was decided to "pull off" the ball game anyway and after some really professional wrangling as to whether it would be a hard or soft ball the fans were given

a fast exhibition. Five innings were played and the score rolled up to 8-3, in favor of the Toronto men.

The line-up was as follows: Hamilton team—Agnew, Ross, Jarvis, Thornton, Vine, Wilman, Howell, Reeve, Gray. Toronto team—Mantel, Hendry, Canning, Lewis, Brimshaw, Smallwood, Vastock, Hanna, Robertson.

It is anticipated another match will be played before the cold weather sets in, but this time it will be at some more central place to both cities—possibly at Oakville.

Discussing Revision of Prices.

The Toronto and Hamilton associations are both considering ways and means of revising the present price list, which it is felt is now necessary. At a recent meeting of the Toronto association there was a lengthy and heated discussion on the subject but no definite decision arrived at. Repairers in the outlying districts are of the opinion that they must be cautious in taking the move because their customers will not pay the increased prices as easily as the downtown trade. The whole matter is under advisement, however, and will be settled very shortly.

The Shoe Repair Shop As It Might Be

An Imaginary Description of the Most Up-to-Date Plant on the Continent—In it the
Repairer May Find Some Ideas —In Any Event it is Worth Reading

THE writer of this very interesting article has evidently come to the conclusion, as many others have, that the business of repairing footwear can really be put on that very elusive "higher plane" which repairmen sometimes imaginatively refer to. So he has built up in his mind a little story of a modern plant as it might, and could, be. This was printed in a current issue of the Shoe Repairer:

The floor space of the plant consists of a first floor 40 feet wide by 150 feet back, with basement and second floor of the same size. All of the heavy machinery is on the first floor. The small tannery connected with the business is in the basement while the cutting and fitting departments, as well as the store rooms are on the second floor.

Order are taken by mail for the shoe and boot making department and all work connected with the making of the boots and shoes is done right in the house—the cutting and fitting of the uppers, lasting and finishing, to say nothing of boxing ready for shipment. The machinery used in the making of boots and shoes by this concern is the same as that used in the regular shoe factories and fully as nice work is

turned out as is done at any shoe factory. The first floor of the building is divided into six departments. First, in front and at one side is the combined sample room and waiting room for men. In the sample room is a sample of the different kinds of shoe repairing and new boots and shoes made in the plant. These samples are arranged in rows around the wall on neat stained shelving so as to be conspicuous at all times. This room is also fitted up with cushion-bottomed chairs, table, large clock, magazines and newspapers on the center table and everything that is afforded by any first-class hotel in the way of free comforts. This is a new departure in the shop line, but it has its advantages over the old style of allowing the customer to sit in the dirty, dusty shop while the repairing is being done on his shoes. Here men of the better class, as well as those of the low and middle class, may sit in comfort and smoke and read the papers, or converse with each other and not feel that they are waiting in a work shop. In a place like this sensitive people may wait as long as they wish without feeling the least bit cramped.

Adjoining the men's waiting room, and directly in front of the building, is the office. Here an account

is kept of all the business transacted by the house and all matters pertaining to dissatisfied customers adjusted. There is no wrangling with the clerks or the workmen in this house. If there is a misunderstanding between a customer and one of the salesmen or one of the workmen over a piece of work or a piece of goods, the employe brings the customer before the boss at the office and explains the nature of the transaction to the boss and then returns to his or her bench, and the boss adjusts the matter to the satisfaction of the customer, if he has a lose money by doing so.

Repairing Department.

Next to the office is a small room where foot comforts and foot "easers" of all kinds are kept, such as arch supports, toe spreaders, cork insoles, corn-removers, bunion plasters and so forth and so on. Next to this room, and extending rearward, is the shoe repairing department. Only the best shoe repairers that money can hire are employed in this shop, and nothing but the latest models in shoe repairing machinery used. Work is brought in from several towns in baskets and quite a business is done by mail and express, to say nothing of the large city trade. This concern has a method of attracting trade through the mail that is quite novel. There are a number of small towns within a radius of 100 miles of this place that have no shoe shop. This house sends out a representative to each of these small towns, who furnishes the leading business man of the town with a large basket to ship shoes needing repairs. The man who handles the basket gets a certain per cent. of the money collected for shoes repaired from his basket and the few pairs that are not called for are returned to the house which sells them for charges. The method of attracting shoes to the small town shoe basket is as follows: The man in whose store or place of business the basket is placed has a sign painted (at the company's expense) and placed in front of his place of business, stating that all shoes left there for repairs will be neatly and satisfactorily repaired will be neatly and satisfactorily repaired and returned to the owner in a given number of hours. He also has an ad in the local paper and has bills posted in conspicuous places and in other ways advertises the basket the same as he would a shoe shop. This method of conducting a shoe repair business is highly satisfactory to the public and very profitable to the company, as a great many shoes find their way to the plant that would otherwise be thrown away, as some people who live at a distance from an up-to-date shoe shop will never have their shoes repaired at all.

Shoes for Cripples.

This company makes a specialty of putting on extension cork bottoms and doing other difficult work on shoes who like to work on the shoes of cripples. There are few shoemen who like to work on the shoes of cripples and unless there is enough work of this kind coming to a shop to keep one man busy, it makes it very disagreeable for the repair man to leave off the regular work and fix a shoe for a cripple. Especially is this true of cork bottoms. This company makes it pay by employing several men to do this kind of work, taking all of the work on cripples' shoes for miles around. The shop owners over the country are only too glad to get rid of this class of work, so they send it to a place where they make a specialty of cripples' work. The get cork bottom work from at least 25 shoe shops in different parts of the country.

In the rear of the building is the small boot and shoe

factory where one can get anything in the line of footwear, from a cheap seven dollar cowhide shoe to a forty-five dollar boot. When a customer comes in to have a pair of shoes or boots made to measure, he is seated in a chair especially made for the purpose, in the men's sitting room (this factory does not make ladies' shoes) and an attendant removes his shoe, takes his measure and writes down on a slip of paper just what style of shoe or boot is desired and the kind of material from which it is to be made, together with the measurements and peculiarities of the foot, if any. This is taken to the fitting department upstairs. When the uppers are cut and fitted, this slip of paper bearing all information regarding the footwear to be made, is attached to the uppers and the uppers are sent to the factory down stairs. In an incredibly short time the shoes are ready for the wearer. If the shoes or boots are not to be finished the day measure is taken, the customer is told on what day to return and at what hour. This does away with unnecessary waiting and fretting on the part of the customer and saves calling a number of times, as was sometimes the case in the old days of bench shoemaking.

This factory not only makes boots and shoes to measure, but makes shoes of various sizes and many styles for the general public. A great many of these are shipped to distant points and sold in the better shoe stores, where shoes of quality only are sold.

The Rest Room.

There is one more room on the first floor that has not yet been mentioned in this article, and that is the ladies' rest room. Here is a nicely furnished parlor rest room exclusively for ladies. Any lady having shoes to be repaired or any other business, is waited on by a lady. No man ever sets foot in this room, so a lady has a feeling of security and privacy while in this room, which is under the care of a pleasant young lady of refinement and intelligence. This means much to those of the better class when they are brought in contact with the clerks and sales people.

If a lady has a foot that is giving trouble in any way she would not care to tell a man about it and if she did it is not likely that she would be willing to submit to the treatment that would remove the trouble, if the one administering the treatment were a man. Here a lady who has made a study of feet and foot troubles will remove the lady customer's shoe and hose and make a thorough examination of the foot and prescribe whatever course of treatment will give best results. Sometimes a lady will have an enlarged great toe joint. Not only foot appliances are needed, but medical treatment and a shoe of the proper shape to more readily remove the trouble and restore the foot to its proper shape. The lady in charge of this department is a specialist in the treatment of corns and bunions and many who suffer with bad feet are relieved here. Nearly all foot troubles are caused by improper footwear, and it is the business of this house not only to relieve aching feet, but to alter the shoe so that the foot will fit it comfortably. All of this can be done when a lady is employed to do it, but if left to a man it would never be done, as a woman had rather suffer than have her feet "tinkered" with by a man. Hence the wisdom of having a lady to wait on ladies.

The Tannery.

The entire floor space of the basement is taken up by the tannery and the second-hand shoe department, and as it is more in order I will first give the reader a

few hints on the handling of second-hand shoes. In every large town and city there are a lot of people who wear some of their shoes only a few times and then throw them in an old closet or chuck them away up in the attic. There are also in every town a number of people who are not able to buy new shoes that are fit to wear. So here is where the company puts two and two together and makes four out of it. They have constantly in their employ a man who goes over the town and gathers up all the old and partly worn shoes and brings them in to be remodelled and placed in the front part of the basement for sale. Some of these shoes are as good as new and need no repairing, while some need halfsoling and patching, but all are treated to a selfpolishing "dope" before going on to the sales counter. Those who wish to buy cheap second-hand shoes can get a fit in almost any grade or any style of shoe from this lot and sometimes one can buy a pair of shoes here for a couple of dollars that originally cost ten and are almost new, but have been worn enough to be classed as second-hand shoes. This house does quite a business in second-hand shoes, and the odds and ends which are gathered up from the different stores of the city. All are handled in the basement with the seconds.

The tannery, which is small, is located in the rear of the basement and has nothing to do with the liming and unhairing of the hides and skins. The liming sheds are located in the country some distance from the headquarters. When the hides and skins reach the tannery in the basement they are free from hair, lime and other matter which has to be removed before the tanning operation takes place. Here the hides are placed in vats filled with concentrated tanning extracts and left a given number of hours, when they are removed from the vats and hung up to dry, after which they are run through a spreading machine, then a press and later on a polishing machine.

This basement tannery contains all the machinery and equipment necessary to turn out good serviceable leather in a short time after the green hide is received at the liming sheds.

The Storerooms.

The second floor of this building is divided into three parts—the cutting and fitting room, the storage room and the shoe and leather treating room, where leather and finished shoes are sometimes submitted to a waterproofing process which lengthens the life of some grades of leather for certain kinds of wear and makes others more soft and pliable. As all shoe and leather men are probably familiar with the cutting and fitting room I will not dwell on a description of that department, but will give a description of the storage room. The storage room is 90 feet in length by 40 in width. Here is stored all the output of the tannery in the basement and such other leathers and shoe findings as the house handles for its own consumption and that of the shoe findings trade (this house furnishes leather and shoe findings to a number of the smaller shoe shops throughout the country), and especially those grades of leather that have to be imported.

In this storage room are long rows of shelves along the walls in which are stored shoe nails, rubber heels, polishes and a hundred and one little things that go to make up a shoe findings stock.

At intervals of every three or four feet are counters running the full length of the storeroom and on these are piled the sole and upper leathers. Here can be

found nearly every kind and grade of leather known to the trade. When a workman in the factory or the shoe repairing department wants a piece of leather, he goes to the foreman and makes his wants known. The foreman writes on a slip of paper, "Let this man have so much of such and such a kind of leather." The workman presents the slip to the manager of the storeroom, draws his leather and takes it to the office, where a record is made of the kind and quantity of leather drawn out of the storeroom.

By this means an accurate account is kept of the material used, so that at the end of the month or the end of the year, the owners will know just how much leather a certain workman has cut and by keeping account of all the leather used in the house they will know what the cost of these materials has been.

In this storage room is a mail order department to handle the out-of-town leather and findings business. When an order comes in through the mail it first comes to the office down stairs and if the boss decides to fill the order it passes on to the man in charge in the storeroom, the order is filled and sent out from there and the business of each day is turned in to the office at the close of the day. The reason for all orders for leather and shoe findings first going to the main office is to eliminate all waste of time and energy in bringing orders down for the boss to pass on them, as would sometimes be necessary in the case of a customer asking for credit and so on.

The above article was written with the intention of helping some one who wishes to establish an up-to-date shoe repairing, leather and leather goods business and to give those who wish an idea of how a business of this kind should be run. I do not know of anything of this kind, but drew it from my imagination.

Western Ontario Repairers' Picnic

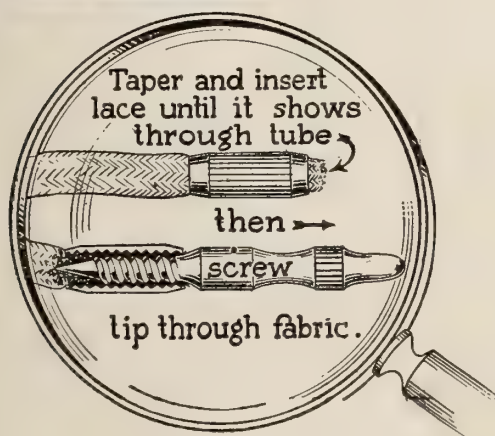
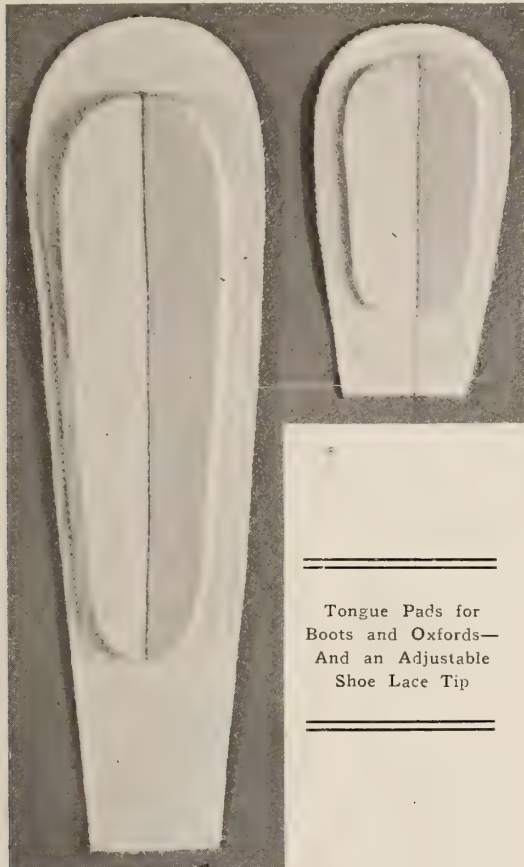
THE shoe repairers and shoe makers held a picnic and sports at Waterloo on Wednesday, August 21, and included members of the trade from Galt, Preston and Kitchener.

On arriving at the park the company gathered at the pavilion and watched the aquatic stunts of the Waterloo delegation. Mr. Frank Hickox then gave a diving exhibition, after which the company adjourned to the sports field, where a number of races were run. A storm came on about 6 o'clock but this did not dampen the enthusiasm of the picnickers, who made short work of the eats. Dancing was indulged in after supper, until about 12 o'clock, when the merry party broke up and made for the car. Before they had been on their journey very long the car ran off the track. The freight motor from Preston had to be secured to right their troubles. Galt was reached about 2.30 a. m. and all who attended were of the unanimous opinion that this should not be the last picnic to be held by the shoe-repairers.

The arrangements for the picnic were in the hands of Mr. Frank Hickox, to whom credit is due for the way in which everything was carried out. The prizes were donated by the following firms: Domestic Specialty Co., Hamilton; C. S. Hyman Co., London; The Breithaupt Leather Co., Kitchener; C. Parsons & Son, Toronto; P. B. Wallace & Son, Toronto; Anglo-Canadian Leather Co., Toronto; The Nugget Polish Co., Toronto; The Gutta Percha Rubber Co., Toronto; The Dunlop Rubber Co., Toronto; The Frazer Hardware Co., Galt; The McMurty Hardware Co., Galt; The United Shoe Mach. Co., Kitchener.

New Accessories

The new shoe lace tip illustrated herewith has just been placed on the market by H. W. Ramsay & Company of Boston. The tip is adjustable and the length of the lace can be regulated very easily. It is claimed to be practically indestructible as it can be transferred from an old lace to a new one. The cut shows the complete operation. It comes in two finishes,



gold plated and gun metal and the profit on sale is said to be 100 per cent.

The same company also manufacture a white pad for the tongues of oxfords or boots. The pad is said to give a better fit around the ankle and instep and prevents laces and eyelets from causing discomfort to the foot. They are sold at a reasonable price and carry a good margin of profit.

Exit the Low Shoe

A VERY clever sales campaign which gained wide publicity, and materially boosted the sale of winter shoes, has been worked out in the following way. Realizing that the reign of the oxford was nearly over the firm evolved the idea of hi-shoe day for the doffing of the oxford and the donning of the high shoe, as the haberdasher announces the closing of the straw hat, and the opening of the derby season.

They went about it in a very business like manner, the first step being to enlist the aid of the newspapers. Quarter page ads were taken in the leading dailies, the announcement being as follows:

HI-SHOE DAY

HEAR YE!

HEAR YE!

Official Hi-Shoe Day Tuesday, October 1

Good-bye, old Oxfords, the bell rings on the First And all ready for the Fall trade are thousands of the best wearing and best looking shoes made to-day. Try a pair Black Calf, Tan Calf,

Kangaroo or Goat Skin. A Full Line to Meet Every Taste

This advertisement was adorned with two small cuts, one of a high shoe marching briskly forward, beneath which were the words "Duty calls me," and the other low shoe out the door, labeled "This way out."

The wording of this ad was changed frequently to read "Bell rings in two weeks—ten days—a week—tomorrow—to-day" the idea being to fix the mind of the public upon the Bell and the EXACT DATE of the sale. On the 1st of October a large electric gong was affixed above the doorway. This rang automatically once a minute, and was of sufficient volume to be heard above all the noises of the street—so that everyone who passed the store could not fail to recognize that something unusual was going on, and one look at the windows reminded them that this was hi-shoe day.

But lest any should fail to observe the windows a great canvas sign was placed at the entrance:

THIS BELL IS RINGING OUT OXFORDS

October First—Last Day

The windows were banked with Autumn branches, and in the centre was a large calendar pad, with a number of leaves torn off and scattered on the floor, while in big letters was the date "October 1" and written in sprawling letters on the pad "Hi-Shoe Day." One window was filled with the latest novelties in women's and misses' shoes, and the other given to showing the new styles for boys and men.

The interior of the store was decked with ropes of evergreen and clusters of Autumn foliage, and here were also prominently displayed the big calendars, with the date and the letters "Hi-Shoe Day."

Quantities of circulars, bearing the same notice as the newspaper ads, were printed, and one of these was wrapped up with each pair of shoes sold, for a month preceding the sale. Conducted along straightforward business lines a campaign such as this cannot fail to give excellent publicity to the new Fall lines.

Shoe manufacturers of the United States are practically unanimous in placing their present output at about 60 per cent. of capacity. The estimated total number of pairs to be manufactured during the coming year is 180,000,000.

Non-Advertisers Either Close Up, or Bust Up

By William C. Trewin

WHEN an advertising man tells of a merchant who was ruined by advertising because he let his competitors do all the effective advertising in his locality, the average merchant feels that the story is just an advertising man's little joke.

As a matter of clear fact, it is no joke, at all; it is a tragedy that is occurring every year—not once, but many, many score of times.

A friend of the writer's, a chartered accountant, who has had a great deal of experience in auditing accounts of bankrupts, under court direction, is the authority for the statement that probably 30 per cent. of the failures among smaller merchants, which are generally attributed to financial conditions or lack of capital were really caused by dry rot brought about by lack of effective advertising by the bankrupt concerns.

"Advertise or Bust."

"I have invariably found in my post mortem examination of their accounts," says this authority, "that it was costing the merchants who did not advertise so much to do business that they could not render adequate service to their customers, and therefore they could not survive competition."

This statement of my auditor friend is simply confirmation of the utterance that:

"When the need for a thing is imperative we pay for that thing whether we attain it or not."

Why does the non-advertiser close up, or bust up, in course of time?

Because he does not realize the value of advertising? Nay, nay, my son, far from it.

Non-advertising merchants almost invariably appreciate the value of advertising; although they may disparage its sales-producing power, in order, as the Chinese say, "To save their faces," but the reason they do not utilize advertising is because of the lack of ability to think clearly. They 'mistake fallacies for facts, i.e., consider advertising an expense; and believe that effective advertising can only be obtained by the expenditure of large amounts of money.

Nothing could be further from the truth.

Worth-while advertising is simply a loan from the business to its sales department, and if that loan is intelligently invested the returns to the business are ample and continuous.

So Their Profits Grow.

Again, an analysis of the history of successful and unsuccessful merchants shows that the former started in to advertise in a small way, and increased with advertising as profits from sales generated by the advertising grew in volume. Whereas, unsuccessful merchants either never got started on advertising at all; or if they did get started, they stood stock still—made no improvement in effectiveness of their sales messages nor increased their advertising appropriation—robbed their business, in fact, of the factors that make for growth and development.

"With what do you mix your colors?" asked the young artist of Sir Joshua Reynolds. "With brains, sir, with brains," was the reply.

So it is with advertising. Results from it do not depend so much upon money as upon brains put into the work.

Training Clerks to Be Real Salesmen

By Wm. Waegner*

IT is my conviction that you cannot make real salesmen out of dissatisfied clerks.

To make satisfied clerks you must give as well as receive, and possibly give more than you receive to start with. When I say give, I mean that a man should decide how much he can afford to pay them based on future worth. Then too, remember that salary is not all that appeals. Give words of encouragement now and then, words of appreciation. A congenial employer and congenial surroundings work wonders and make for efficiency.

Encouragement Other Than Pay Envelopes Necessary.

There is not a man in this room who does not enjoy a compliment from the other fellow; it's like a tonic. Similar doses now and then given to the man under you, are just as soothing and will help to build him up. Reciprocity counts.

I have heard this sort of thing called "salve." I know of concerns who hand out lots of it, but are slow in handing over the money. Not so many years ago

I myself labored for a concern imbued with that spirit, never getting a raise in pay without asking for it, and believe me I hated to ask. I never had a vacation with pay, in fact was docked for all time off duty. When I was about to be married I had to ask for another raise to get \$15 per week and also had to plead to get a few days off. Both were finally granted, but I was scared stiff all the while I was away for fear I might meet with the fate of some of my predecessors. Why? Because this concern had found that the most convenient way to rid itself of a man's services was to let him go on a vacation and while away write him that his services were no longer needed. Well, I was more lucky than some of these who have gone before, for I was allowed to return and retain the job, sticking to my post for several years thereafter.

While so situated however, I always planned and schemed to get into business for myself and fully resolved that should that day ever come, no man should have to work for me under such trying conditions. The day finally dawned about twelve years ago, and the resolution has held good ever since.

In the past and up to date, I have found it to my

* Before Illinois Shoe Retailers' Association.

best interests to hire young men and train them to my liking. In hiring men I try to find out whether they just want a job or whether they really would like to sell shoes. If possible I aim to find out just why they care to serve as salesmen. Needless to say that I do not consider the fellow who only wants a job.

Train your clerks to have a thorough knowledge of all goods carried; keep them busy during spare time by working them in stock. In no way can they gain a better understanding of it.

Knowledge of Shoe Construction and Foot Anatomy Needful

Every salesman should be thoroughly acquainted with the construction of a shoe and should have a clear conception of leathers and their variety in the making, and by this be able to talk shoes intelligently to the prospective customer.

Training clerks to be real salesmen means that they should be thoroughly schooled in the art of fitting. Fitting shoes is more than just covering a foot. A measure stick alone will not always tell you the size; study the foot and use common sense.

In order to be a real salesman I believe a clerk should study the anatomy of the foot. There are several courses of instruction available along this line. I have found that men on the floor who possess this training are a very valuable asset in stimulating the sale of the many corrective foot appliances which most of us know, to-day, form a very profitable part of the shoe business.

Train clerks to avoid the use of a much abused word in connection with the shoe business,—the word "guarantee," which is nothing more than a trouble maker. It is an unnecessary word in the vocabulary of a good salesman, who has plenty of other good points to talk about.

Power of Suggestion Essential.

Clerks should be trained in the power of suggestions. A suggestion at the right moment, one or more, is really a service to the customer. Without having suggested it, the patron might have forgotten that he or she was going to get an extra pair of laces or shoe polish or maybe a pair of rubbers to fit or match the shoes just purchased. And just to emphasize the point, maybe the old shoes needed repair. What more logical to believe, since qualities are not quite so wearable as of old. Very often customers complain about aches and pains of their feet. Wouldn't the mere suggestion that you have appliances to overcome these troubles go a long way toward making an added sale? I say the power of suggestion pays.

Clerks should be trained to be polite and patient; to show goods willingly and to rather miss a sale than force goods onto a customer which they really do not want or need. And here, again, I say be informative. Say to the patron, that inasmuch as you do not happen to have just what they want that possibly they had better try elsewhere, and should they not find what they are looking for, that possibly this or that shoe might do. In this way you are nursing a "come-back"—the other way you are virtually counteracting the situation by inviting the patron to stay away.

Where clerks wrap packages teach them the wisdom of doing it neatly; train them to always hand customers their change first, if they have any coming,

and then the package; and to make their delivery of either or both with a pleasing, "Thank you very much." When and where possible have them lead the customer to the door or out of the department with a "Please call again."

After training clerks to be real salesmen—worth while to the store and of a benefit to those whom they serve, I have found it profitable to incorporate my business, and make stockholders of those worthy to be called business builders and future merchants.

Does Not Pay to Cut Prices

A RETAILER clothier, who, in twenty years' business experience had never had a cut-price sale, recently gave his views on the sale problem.

He divided "Sales" into two classes, first, the cut-price sale that is made in order to dispose of surplus stock, and, second, the cut-price sale that is made for profit. To those who believe it impossible to conduct a sale of the first class enumerated he said: "I think it is clearly a matter of education of your trade. It is quite natural that your trade should become accustomed to your manner of doing business, and if you are accustomed to hold a sale to clean up your stock it is natural that your trade will wait for these sales. On the other hand, the customer is perfectly willing that you should make a legitimate profit. He also knows that you cannot put on a legitimate cut-price sale and stay in business, therefore he concludes that you are making an unreasonable profit in regular season.

"When you overbuy you are working for the manufacturer. Many concerns are doing this, and honestly believe they have to do it. If you overbuy you are much better off to carry the goods as a rule, than to load up your trade at cost. You may ask us how we dispose of our carry-overs. If we have a \$25 suit which has been slow in moving, and we think it will get \$12.50 or \$15, we mark it that price and sell it as a \$12.50 or \$15 suit.

"The word 'was' is not in our dictionary. We never allow a salesman to tell a customer that a suit 'was' sold at a higher price. In due time the customer comes back to buy another suit, and he tells us that the last suit he bought was the best he ever bought at the price. This helps us to cover our loss." In conclusion, he said: "Get the confidence of your customer and keep it. You can't do it by cut-price sales; you can do it by treating him fairly and seeing that he gets what he pays for at an honest profit."

Repairing Welts

A common source of trouble in welt shoes is the inseam, and sometimes the shoes are worn so long that the channel on the insole is worked entirely off. One of the most satisfactory means of repairing a shoe in this condition is to cut out a piece of soft leather the size and shape of the insole, sew the edges of the upper to this piece all around with wax ends, then sew the welt in place and the shoe is ready for the outsole. Before inserting this false insole (which may be harness leather or any soft material), remove all of the cork, or other filling that is left on the lower side of the insole, otherwise the sole may be too full in the center.—Shoe Repairer.

A Sale With a Profit

A NEW high record for shoe sales was hung up not long ago by a retailer in one of the southern towns when, as the result of a fourteen day sale, three thousand pairs of shoes from a stock of five thousand pairs were transferred from the shelves to consumers. That this sale was not the usual cut-price sale is well indicated by the fact that the sales averaged a gross profit of 33 1-3 per cent. all the way through. The event was prompted by the retailer's desire to prove to local trade his ability to give footwear purchasers the same value for their money as can the large retail mail order houses, with the addition of a fitting service denied these people by the very nature of their business methods.

In preparation for the fourteen day sale, the stock was carefully gone through, comparisons being carefully made with shoes purchased from various of the mail order concerns, together with comparisons of other styles in the catalogues. Armed with this information the retailer prepared page advertisements which appeared in the local papers. These advertisements gave detailed information as to the reasons back of the sale, gave data as to comparative merit in specific cases and asserted the ability of the local store to give every dollar the same, or more, purchasing power as does the distant mail order house. The result was, as stated, the sale of three-fifths of the stock in fourteen days at a very satisfactory margin of profit, to say nothing of the educational value of the demonstration which is certain to have a marked influence on mail order buying in that community in the future.

Lies

"It is an odd fact that people in general regard lying in print as something mysteriously different from lying orally. If a man looked them in the eye and asserted by word of mouth that the common retail price of a given article was nine dollars, while he offered it at eight, and they then discovered the common retail price was eight, they would put him down for a liar and never trust his word again. If he asserts the same falsehood by a printed placard they regard it as a venial trade stratagem.

"By concerted action among self-respecting merchants everywhere the path of the shop that habitually depends upon lies can probably be made thorny enough to work a reformation."—Saturday Evening Post.

Slumberers Do Not Advertise

The program committee for a field day in Ingersoll called on a local merchant to get an advertisement, says the Woodstock Sentinel-Review. "No, I never advertised yet, and I don't intend to start now," the merchant told them. And the item states that he was a humdinger of a merchant too, because they found him serenely at sleep in the rear of his store when they called. Naturally, it is only those who do not advertise who can spare the time to sleep during business hours.

Lady (entering broker's office, very business-like)—
I wish to get a Victory Bond for my husband.

Clerk—What size, please?

Lady—Why. I don't believe I know exactly, but he wears a No. 9 shoe.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Denman & Silver, footwear manufacturers, Toronto, have dissolved partnership.

Edwards and Edwards, leather manufacturers, have opened new offices and warehouse at 27 Front Street East, Toronto. These premises include general and private offices, large storage capacity and splendid shipping facilities. At this warehouse there will be carried a stock of leathers for shoes, gloves, upholstering, bags, suitcases and so on. The expansion of business experienced by Edwards & Edwards has also made necessary the construction of a new fire-proof building at Woodbridge, Ont.

The Kaufman Rubber Company, Kitchener, Ont., have just awarded a series of prizes to their employees for gardening. In one competition there were nine prizes ranging from \$50 to \$10 and in another the prizes were from \$50 to \$5. In one instance a special prize of \$25 was awarded to an employe who had only been with the company a short time and could not enter the regular competitions.

Charles E. Batourney after a successful trip to Ottawa, is now in the Maritime Provinces, representing J. A. McCaughan & Sons, Champlain St., Montreal, showing samples for spring and immediate delivery of women's, misses, and children's McKays. This year the firm have added two new lasts and several new patterns, and claim that notwithstanding the advance in the value of labour and materials, their prices are still low. Mr. Batourney, who is an aggressive

salesman, has added to his samples the lines of the Hector Shoe Co., Montreal, manufacturers of children's turns and McKays.

Mr. R. Bennett, who is with Ed. Lewis, leather merchant, Toronto, has just returned from a 10 days trip through Western Ontario and reports business good.

Charles A. Duclos, of Duclos & Payan, Montreal, manufacturers of fibre counters, is in Ontario calling on the trade.

Mr. Warren T. Fegan, of the Big 88 Shoe Store, Toronto, has been spending a few holidays at his summer home at Jordan Harbor.

The New Boston Shoe Store has opened at 252 Yonge Street, Toronto.

R. J. Noton is covering Eastern Ontario for Geo. A. Slater Ltd., Maisonneuve.

R. Woodward, of F. E. Woodward & Sons, shoe findings and manufacturers of cement, Montreal, has joined the United States army, and has left for Plymouth, Mass., from where he will go to one of the Southern camps. Mr. K. D. Woodward has taken over the duties of his brother in calling on the shoe factories in Eastern Canada.

The John Ritchie Co., Ltd., Quebec, are installing additional machinery, which will increase their capacity by one-third.

Shoe retailers in Quebec report that business is very good,



When a White Shoe comes into
your Store — get down a Case of



The WHITE CLEANER

for "Blanco" and White Shoes are
inseparables; and their friendship
outwears the Shoes.

"'Blanco' keeps White Shoes White"

It satisfies your customers because it does
its work so well. They want "Blanco" and
only "Blanco" as long as they have a white
shoe to put it on.

It Whitens; it Cleans; it Preserves. Easy
to use and always ready for use. Applied
in a moment. No trouble, no "messiness."
Clean and Handy.

You don't have to stock "Blanco,"
you just sell it — or rather, it sells itself!
'Blanco' means good profits and quick profits.

Ask your Jobber for Supplies.



Manufactured by

JOSEPH PICKERING & SONS, LTD.
SHEFFIELD, England.

and wholesalers say that orders are coming in very satisfactorily.

W. Bedard and A. J. Nadeau, retailers, of Quebec City, have been on visits to Montreal.

R. E. Jamieson, director in charge of sales of the Dominion Rubber system, recently underwent a serious operation in the General Hospital, Montreal. He is now rapidly recovering at his home in Westmount.

Kaufman's Shoe Store, London Ont., has moved to 226 Dundas Street.

Mr. Danskin, representing Mr. Daniels, (who has for a long time been buying leather for the British Government in Canada and the United States and who is now in England), was recently in Montreal inspecting samples of leather required for civilian shoes in England. It is understood that Mr. Danskin has placed large orders with Canadian tanners for both upper and sole leather.

W. E. Woelfe, of the Woelfe Shoe Co., Kitchener, Ont., was a recent visitor to Montreal.

Mr. Chester F. Craigie has been appointed sales manager of Ames Holden, McCready, Ltd., Montreal, in succession to Mr. R. E. Dildine, who was recently appointed general manager. Mr. Craigie was formerly with Rice and Hutchins, Inc., Boston, in the sales promotion department.

A meeting of the provincial council of the Boot and Shoe Workers' International Union was recently held in London, Ont. Delegates from every city and town were in attendance.

Messrs. C. M. and R. H. Mills, 313 Mappin Building, Montreal, have added to their lines. They will represent in the province of Quebec the Williams Shoe Co., Ltd., Brampton, Ont., these lines being men's, boys and youths staples and welts and standard screws, and women's, misses' and children's McKays. Mr. R. H. Mills will also carry in Eastern Ontario the stitchdown goods of Children's Footwear, Ltd., Montreal—misses, childrens, infants and babies, and boys'; youths, and little gents. The firm will continue as in the past to represent, from Toronto to Quebec, J. M. Stobo, of Quebec.

H. E. Thompson, Montreal, representing A. M. Creighton, Lynn, Mass., and the Wakefield Slipper Co., Sanbornville, New Hampshire, is taking a business trip to the far West. Mr. Thompson will call on the jobbers only.

Among recent visitors to Montreal were Messrs. J. S. Ashplant, the Western Ontario representative of Dupont and Frere, Montreal, Moyer of the Moyer Shoe Co., Winnipeg, and Rannard, of the Rannard Shoe Ltd., Winnipeg.

F. Taschereau, manager of the shoe department of Dupuis & Frere, Montreal, has been holidaying in Western Ontario.

William Cook, of the William Cook Shoe Co., Sydney Mines, N. S., has been on a business trip to Montreal and Quebec.

Owing to an increase in the shoe business of the Thompson-Shoe Co., Ltd., Montreal, Mr. H. E. Thompson is now devoting himself exclusively to this branch of trade, and has dissolved the partnership of Thompson and Parker, leather merchants. Mr. Parker will continue in the leather business, having obtained the sole selling rights for Benjamin N. Moore and Sons, Boston.

The Hamilton Leather Goods Co., Limited, Hamilton, Ont., have been granted an Ontario charter.

The American Jobbing house, dealers in boots and shoes, Toronto, have dissolved.

H. Champagne has joined the sales force of the Canadian Footwear Co., Ltd., Montreal, and will cover the city of

Montreal for the company. He was previously with Daoust, Lalonde & Co., Ltd., Montreal.

Edgar Clement, Limited, leather manufacturers and tanners, Quebec, Que., suffered fire loss recently.

H. J. Ball has opened a boot and shoe store at 392 Roncesvalles avenue, Toronto.

C. F. Walker, boot and shoe dealer, Portage la Prairie, Man., has sold out to the Scott Saddlery Company, Limited.

C. S. Trick, boot and shoe dealer, Winnipeg, Man., has amalgamated with the Guest Shoe Company under the style of The Trick-Guest Shoe Company, Limited.

W. J. Stevenson, Regina, Sask., has purchased the boot and shoe business of G. C. Whitehead.

H. C. Murphy, representing Scheuer Normandin & Company in the Maritime provinces, is now on the road for spring business. J. E. Lacerte is covering Quebec province for the same firm, and F. M. Hall and M. B. Young are handling Ontario, while Louis Scheuer is calling on the merchants in Quebec city, Ottawa and Eastern townships.

McManus & Company, Fredericton, N.B., have merged into Rowan & Company and will henceforth carry on business under the latter name.

The White Shoe Company, formerly at 48 York Street, Toronto, have moved into new quarters at 9 Wellington Street West.

The I. T. S. Rubber Company of Canada has been incorporated and will manufacture a rubber heel of "concavo-convex" construction, which, it is claimed, enables it to be fastened on easier and increases its strength.

An increased price list has been put into effect by the shoe repairers of Vancouver, B.C.

One of the best known figures in the Canadian shoe and leather industry recently passed away in the person of George P. Beal. He was born at Claremont, Ont., in 1848, and in 1881 established the business of Beal Brothers in Ottawa. In 1889 the firm came to Toronto and has rapidly increased in size and importance. The business will be continued under the management of his three sons, Fred, Norman and William.

Mr. and Mrs. Fred Marois, of Quebec City, recently met with an accident when their automobile went over a twenty-five foot embankment. The worst injury was received by Mrs. Marois, who suffered a broken arm.

The fifth annual picnic of the employees of the John Ritchie Company, Quebec, was held on Saturday, August 17. An excellent program of sports was provided.

Travellers for the Perth Shoe Company, Perth, Ont., are now as follows: Norman J. Collins, from Port Arthur west to the coast; J. H. Moore, Western Ontario; H. B. McGee, Toronto and Eastern Ontario, except Ottawa; W. S. Pettes, Ottawa, Montreal, Quebec City and Maritime provinces.

H. M. Brown, who has been in the repair trade in Vancouver for a long time, has closed out his business and is retiring from the trade altogether.

Wm. A. Marsh & Company, Limited, one of the oldest shoe manufacturing concerns in Canada, have decided to extend their business to the larger retailers, in addition to the jobbing trade to which they have hitherto catered. Harvey Graham, of Ottawa, has been appointed sales manager and

AGENCY WANTED

Live shoeman, knows the game thoroughly, desires two or three good lines to handle in the city of Toronto on commission basis. Address Box 787, Footwear in Canada, Toronto.



“Life-Buoy” Outing Shoes for Summer, 1919

Your sales in these lines have been larger during the past two seasons and will continue to be so for some time to come. You will do well to make every provision for another season by placing in advance for your next summer's requirements. But above all, see the Life-Buoy Line before booking your order and compare the general good quality of workmanship and materials with others. We do not fear the result.

Wait for a “Life-Buoy” Salesman

Stocks carried at

**Vancouver, Edmonton, Calgary,
Saskatoon, Regina, Winnipeg,
London, Toronto, Ottawa, Mon-
treal, Quebec, St. John, Truro,
Charlottetown.**



will call personally on the large jobbers and retailers of the Dominion, except those in Toronto and Province of Quebec. Geo. Boulter will represent the firm in Toronto and J. L. Trudel will handle Quebec Province. Mr. MacMurray continues in charge of the factory production.

At the Labor Day sports in Toronto the silver cup donated by the Toronto District Labor Council for general proficiency in athletics was won by the Boot and Shoe Workers. As is now the third time the cup is their exclusive property.

R. J. Orr, demonstrator and salesman for the Canadian Arrowsmith Company, Niagara Falls, Ont., has started on a three months' trip to western cities.

R. L. Savage, formerly of Toronto, has moved his sample room to the Windsor Hotel, Montreal. He represents Clark Brothers, St. Stephen, N.B., and J. F. Clark, Limited, Montreal East.

The Getty & Scott salesmen are now on the road with new spring and summer samples. Their territories are as follows: W. G. Fallon, Western Canadian cities; L. S. Walden, Alberta and West Saskatchewan; W. A. McDonald, Manitoba and East Saskatchewan; F. A. Delafield, Western Ontario, Children's Lines; P. L. Waugh, Western Ontario, Women's Lines; S. J. Anderson, Toronto and Northern Ontario; R. J. Bale, North Western Ontario and part of Eastern Ontario; D. R. Hawley, cities east of Toronto, including Montreal; W. A. Kearney, Maritime Provinces.

The Hamilton Shoe Retailers, at a recent meeting, almost unanimously decided to continue the early closing which has been in effect for some time. It was also decided to hold a picnic at an early date and a committee was appointed to arrange details.

Mr. C. F. Rannard the well known Winnipeg shoe retailer, was a recent caller at the Footwear office. He has been taking an extensive trip through the United States and Canada on business and also visited the Toronto Exhibition.

Mr. E. Poirier is now with the Thompson Shoe Company, Montreal, and will represent this firm in Quebec province.

Fire broke out on August 20 in the store of Smith Brothers, boot and shoe dealers, Collingwood, Ont. The loss amounted to several thousand dollars, with some insurance.

Mr. A. Pennykid, shoe repairer, Main Street, Vancouver, has installed a stitcher.

The United Shoe Machinery Company have just completed the installation of an eighteen foot Goodyear outfit,

equipped with electric heat, Rapid Stitcher, and so on, in the School for Invalided Soldiers at Esquimalt, B.C. This outfit is one of ten made up and handed over without charge to the Invalided Soldiers' Commission by the United Shoe Machinery Company for the special work of training returned, wounded soldiers. The Company has also given valuable assistance in the way of expert advice and installation help, all without charge.

J. A. Pacey, a returned soldier, has taken over the Vancouver business of S. Taylor, 25th and Main Streets. Mr. Taylor has opened a new shoe repair stand on Main Street, corner Broadway.

A prominent Vancouver shoe retailer, after returning from an extended trip to Eastern shoe centres, predicts further increases in price in the near future.

A feature at the Canadian National Exhibition was the famous Anglo-Canadian Leather Company's band from Huntsville, under the leadership of Herbert L. Clarke, who for many years was Sousa's cornet soloist. Two concerts daily were given in front of the grandstand.

Captain J. Reginald Reilly, who was formerly with his father in the retail shoe business in Welland, and who has been home recuperating from wounds, recently was a passenger in an aeroplane which flew from Grimsby, Ont., and landed him on the outskirts of the town of Welland.

Lamontagne, Limited, leather goods manufacturers, Quebec, had an attractive exhibit at the Quebec Exhibition.

Charles H. Cooper is contemplating the establishing of a shoe factory at Arthur, Ont. If premises are not available he may build. It is planned to install complete new machinery which will be operated by Hydro power.

The Canadian Consolidated Rubber Company contemplate the construction of another seven-storey factory at Papineau and Notre Dame Streets, Montreal.

A \$30,000 addition will be constructed to the factory of the Elmira Rubber Company at Elmira, Ont.

An addition to cost approximately \$40,000 will be erected at the Canadian Consolidated rubber factory in Kitchener.

Miner Rubber Co. in Fine New Quarters

The Toronto office of the Miner Rubber Company has been moved from 146 Wellington West to more commodious quarters in the Lowndes Building, 144 Front Street West, where they will occupy the whole of the ground floor.

THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS



SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.



Butts in Gun Metal—Dull—Glazed

Head Office
491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.

Cotton Thread is giving entire satisfaction

It is now being used more than ever in the manufacture of footwear, and with good results. The shortage of linen thread has brought our cotton thread into demand and manufacturers say that it not only works well and makes good strong sewing but it has a finer lustre. Particularly is this so in tan and colored footwear. Prompt attention given to your orders and a large stock ready for deliveries.

Send for Sample Reels

We shall be pleased to send you some sample reels. Write for them to-day.

The A. G. Mooney Company

220 Lemoine Street - MONTREAL

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN

20 Maud Street - TORONTO

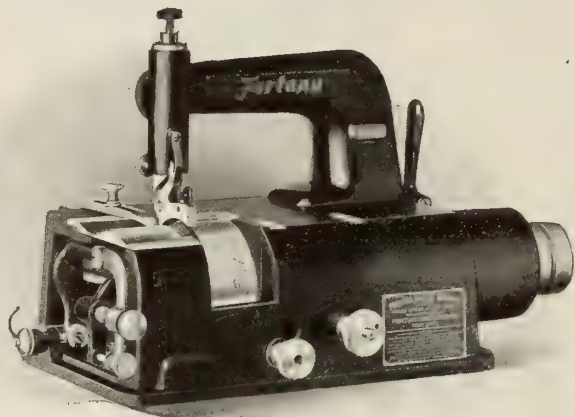
BOOKS FOR SALE

Store Management, an illustrated book of 252 pages,
by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench.
Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W
TORONTO

Fortuna Skiving Machine



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

127 Duane Street - NEW YORK

The Standard of Perfection



is set when you
use a "Perfect"
counter.

The "Perfect"
counter is built
for strength and
wet resistance,
shaped for fit and
designed for style
—reasonable in
price.

"Perfect" Counters No. 1 are made with the
highest grade of fibre. We GUARANTEE them to
outwear the life of any shoe.

We want your trade, give us a trial order and be
convinced of the superiority of our product.

Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.
Maisonnette, Montreal

Women's Leather Shoes, Misses', Children's and Infants' Footwear

Our lines combine style, service-
ability and economy in such a striking
degree that every sale adds to the rep-
utation and prestige of the seller. Why
not feature this dependable line in
YOUR store?

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal

Just a remind-
Offer splendid
B inducements to
B jobbers. Al-
E ways glad to
R show you sam-
S ples and make
quotations.

100 Years of Good Shoemaking



No. 315
MEN'S PATENT PUMP, TURN

MENS, BOYS, and YOUTHS
TURN PUMPS and OXFORDS

—Now in Stock—

PATENT AND DULL CALF

Men's B-D, Sizes 6/11	...	\$3.25
Boys' C-E, Sizes 2½/5	...	2.75
Youths, C-E, Sizes 11½/2	...	2.25

BOSTON OFFICE—110 Summer St.

L.B. EVANS' SON CO. WAKEFIELD, MASS.

Ready for Jobbers

The New "EASTERN" Shoe Lines for Spring, 1919

They are replete with commendable features. No uncertain seller amongst this variety for Misses, Children and Infants. A look at some of these models will give you an idea of the possibilities offered you.

Write us now.

**The Eastern Shoe
Manufacturing Company**

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

We Can Save Money for You on Your
Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.

of Canada, Limited

TORONTO

ONTARIO

BOOKS FOR SALE

Store Management, an illustrated book of 252 pages, by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench. Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W
TORONTO

TORONTO HEEL CO.

Manufacturers of

All styles of Heels in Leather
and Composition

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company
13 Jarvis St., Toronto

ALPHABETICAL LIST OF ADVERTISERS

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Subscribers' Information Form

Many letters reach us from subscribers enquiring where certain goods can be obtained. We can usually supply the information. We want to be of service to our subscribers in this way, and we desire to encourage requests for such information. Make use of this form for the purpose.

Date.....1918

"FOOTWEAR IN CANADA,"

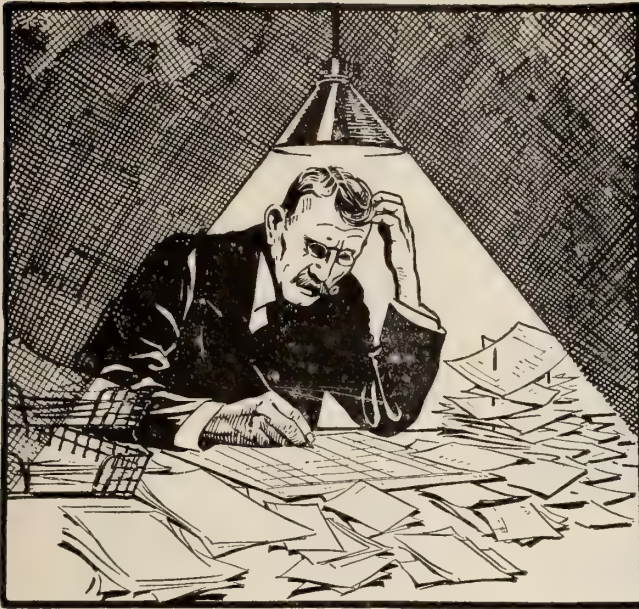
347 Adelaide Street West, Toronto.

Please tell us where we can secure (give description as fully as possible)

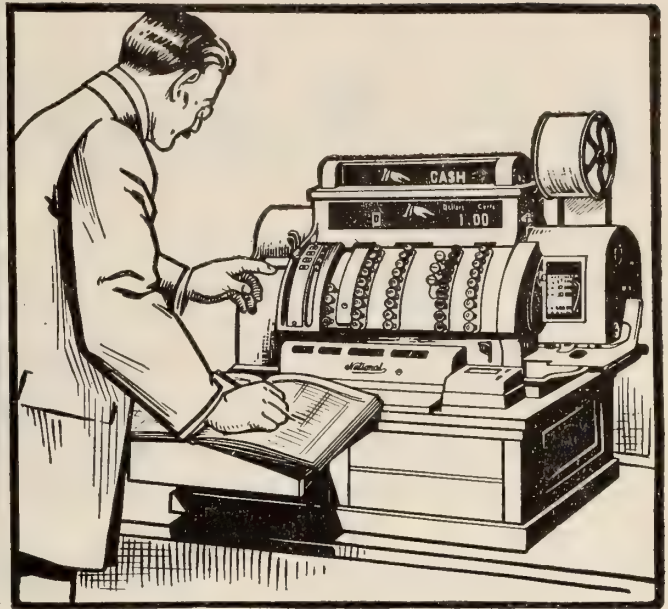
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Name

Address



The old way



The new way

A man should not do the work a machine will do for him

A merchant, with all his troubles, should never do the work that a machine does better and quicker.

Our newest model National Cash Register makes the records which a merchant needs to control his business. It does fifteen necessary things in three seconds.

Without the register a man cannot do these things in half an hour

With the register, even a new clerk

can do them just by pressing the keys.

Our new electric machines are as much better than old machines as an up-to-date harvester is ahead of a sickle for cutting grain.

The latest model National Cash Register is a great help to merchants and clerks.

It pays for itself out of what it saves.

Merchants need National Cash Registers now more than ever before

Fill out this
coupon and mail
to-day

Dept. C 10, The National Cash Register Company of Canada, Limited
Toronto, Ont.

Please give full particulars about the up-to-date N. C. R. System
for my kind of business.

Name _____

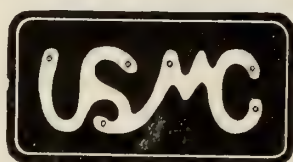
Business _____

Address _____

At Your Service

Fitting Room

Cutting Boards & Dressing
Cutting Blades & Handles
Amazeen Skiving Knives
Eyelet Sets, Hand and Machine
Belting, Round, Leather and Canvas
Belt Hooks, Shoe Hooks
Lacing & Buttonhole Thread

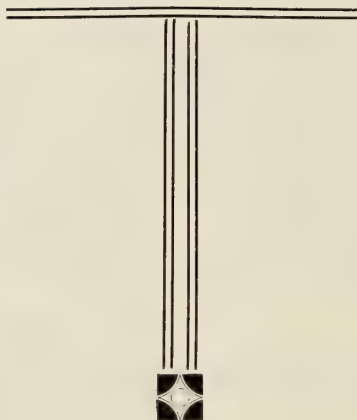


Supplies

for

all

Departments



Sole Leather Room

Channel Knives & Groovers
Dies, Handle and Machine
Die Blocks
Mallets
Shanks, all kinds

Bottoming Room

Awls and Drivers, misc.
Breasting Knives
Edge Cutters, Shields, etc.
Edge Irons
Emery Wheels, all kinds
Shoe Tacks, Heel Nails and Rivets
Pegwood, Tarred Felt, Besto Filler
Sandpaper and Amunite (Roll, ream, moulded, misc.)
Last and Forms and Sole Moulds
Needles, Goodyear, McKay, misc.

Finishing Room

Scouring Rolls and Wheels
Buffing Rolls and Wheels
Polishing Rolls and Wheels
Cotton Covers for Wheels
Felt for Recovering
Brushes
Handle Knives, Oil Stones
Treeing Machine Fittings
Wax, etc.

Place your orders early in advance.

United Shoe Machinery Company of Canada, Limited

Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

JOBBER!

Get in on this Business

We can certainly "deliver the goods" for the spring demand on Misses', Children's, and Infant's shoes. There is genuine worth throughout these "Perfect" lines and a wide receptive market for the jobber. Include them in your new goods. A postal will bring you samples by return.

Perfect Shoe Co.

LIMITED

864 Laurier Ave. E.

MONTREAL

Jobbers Should Note!

New Castle

Quality  **Kid**

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly.
Samples supplied.

WRITE DIRECT

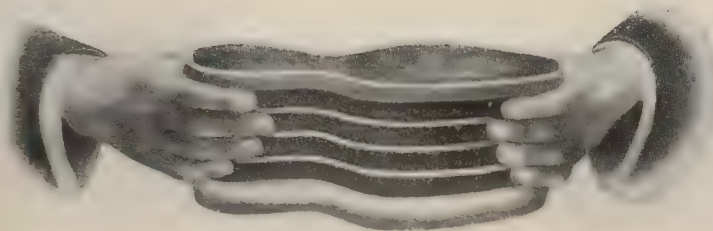
New Castle Leather Co.

NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.

JAS. CLELAND, REGD., 16 St. George St., Montreal

CORRECT CUTTING



Patent steel dies which make possible the cutting of leather in large quantities at a fast speed and exactly accurate always. No chance of accident by slipping or jamming.

Write for particulars

Made by the largest Die Manufacturers in Canada.



Union Stamp Footwear

Footwear for all the people all the time—Union Stamp footwear—may be secured in all grades, at all prices, for every member of the family.

If you are not handling Union Stamp footwear, you are not reaching out for the trade of the Union men in your community.

Let us send you a list of manufacturers producing Union Stamp footwear, as a guide to later purchases.

For the progressive retailer "the Stamp's the thing".

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

Boston, Mass.

JOHN F. TOBIN : : General President

CHARLES L. BAINE : : Gen'l Sec'y-Treas.



FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND Ooze MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

What the Pillow Welt Means

It is an advancement in the manufacture of footwear for misses, girls, children and infants, and is based on the necessity of correct fit, comfort and ease for growing feet.

This welt, unlike others, is sewn right into the shoe—an inseparable part of it and is the genuine Goodyear.

The pillow welt is an important feature for mothers to know. They appreciate its benefits.

We have them in all sizes, ready to supply you. Make a point of writing us.



GLOBE SHOE LIMITED

Sales Office
11 St. James Street
MONTREAL
G. D. Desautels

Factory
Terrebonne
Quebec

CHILDREN'S DEPARTMENT

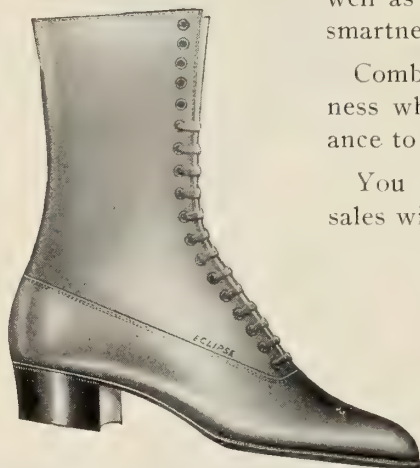
"Eclipse" Footwear

Behind the manufacturing of "Eclipse" is the knowledge of the requirements in fitting young growing feet correctly and snugly, as well as giving that distinguishing touch of smartness which influences a parent's choice.

Combined with these qualities is a sturdiness which insures long service and resistance to wear.

You will develop your children's wear sales with the "Eclipse" lines. Send for a few of our samples.

Travellers now on their territories.



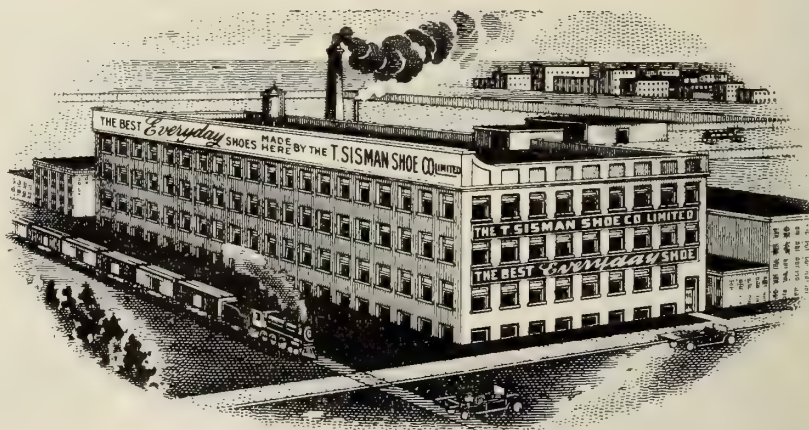
GALT SHOE MFG. CO. LIMITED
GALT - ONTARIO

For every member of the family

For work and play, we make a high-grade—long wearing—line of shoes that will give great value. Mechanics, farmers, workmen, school children—wherever real wear is essential you'll find "The Best Everyday Shoes" fill all requirements.

*Ask your jobber,
or write direct*

**THE BEST
EVERYDAY
SHOES**



The T. Sisman Shoe Co. LIMITED
AURORA - ONTARIO

Buy D & P Counters

You Run No Risk

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 21 Scott St.
Toronto
Ontario Selling Agent

DUCLOS & PAYAN

Richard Freres, Quebec
Selling Agents for
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada

Dependable Values in SOLID LEATHER SHOES

Spring styles of Hydro City Solid Leather Footwear are now being exhibited to the Canadian



shoe men. We take a great deal of pride in our product this season. From every standpoint you will find them remarkably dependable. Bank on them to bring you many customers. They are outstanding in their strict adherence to the sensible quality idea.

Write us
for
details.

Hydro City Shoe Mfrs.

(Formerly G. V. Oberholtzer, Ltd.)

Kitchener, Ont.

Limited



EVERYBODY WANTS IT KELLEY KID

Made in West Lynn, Mass., by Thomas A. Kelley & Company, one of the oldest glazed kid manufacturers now doing business.

Kelley Kid is famous the world over as a leather of great uniformity, fine texture, long wearing qualities, popular colors, velvety finish, and absolutely right in every particular.

Output 1,400 dozen daily.

Distribution—United States, Canada,
All Foreign Countries

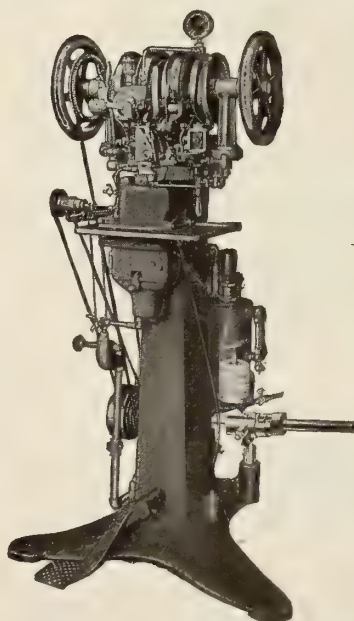
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

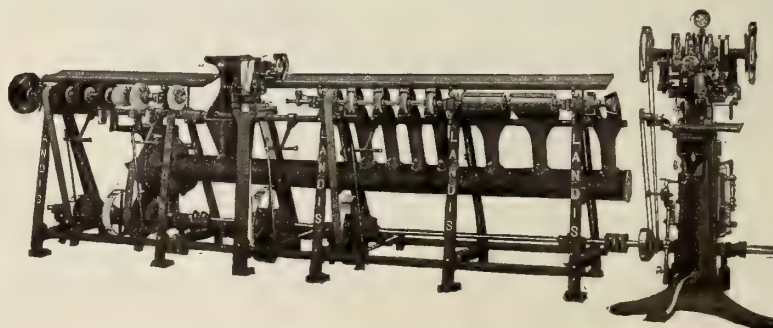


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

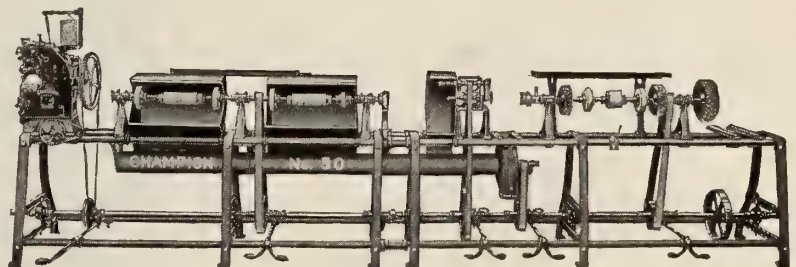
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

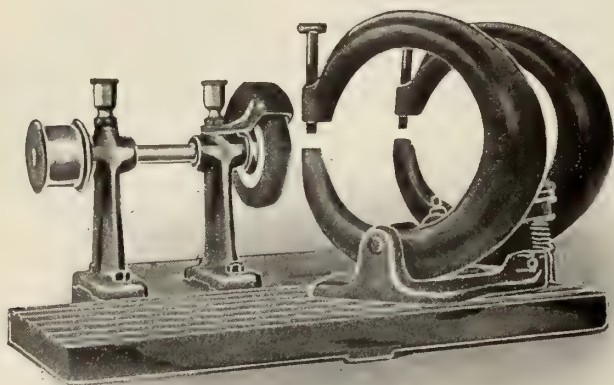
CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

Skates Sharpened Properly

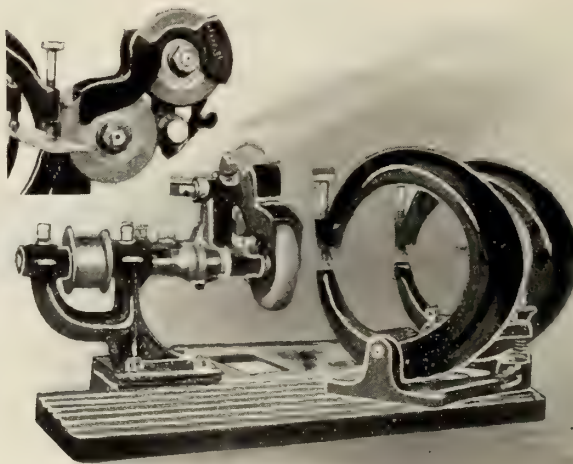
You can hang up your sign with confidence this winter
if you are equipped with



USMC Skate Sharpening Machine Model A.

Write us now.

Write us now.



USMC Skate Sharpening Machine Model B.

Can be attached to any of our Model N Outfits or can be operated separately.
Additional revenue from your Repair Department without increased cost.
Does not conflict with your regular repair business.
Skate sharpening comes from your regular customers just when the leather business is dull.

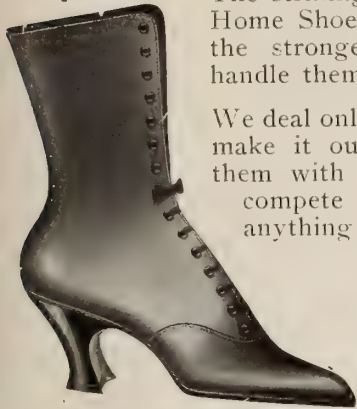
United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.

Notice to Retailers!



The striking value of the new Home Shoe models offers you the strongest inducement to handle them.

We deal only with retailers and make it our study to supply them with footwear that will compete successfully with anything on the market.

"WOMEN'S McKAYS"

**"MEN'S WELTS
and McKAYS"**

**"BOYS'
RECEDING TOES"**

Make sure of seeing these models. Our travellers are now showing them.

Home Shoe Company, Ltd.
327 Amherst Street, MONTREAL

BRODIE'S

Patent Paste

We are supplying Brodie's Patent Paste to many manufacturers of the finest grade shoes. We also supply makers of heavy work shoes. This is proof of the all round capabilities of our famous product. Supplied in shipments to suit your needs.

Write for sample and price.

Brodie & Harvie

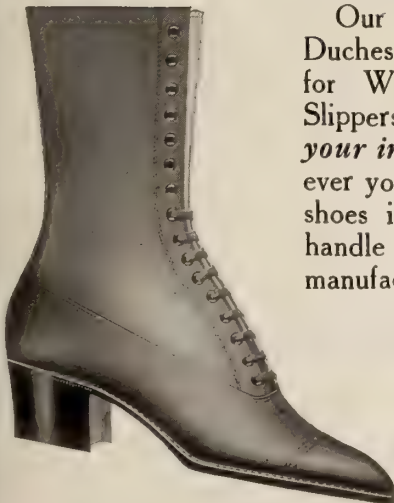
Limited

14 Bleury St. MONTREAL

JOBBER'S ONLY

Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



"LaDuchesse" Shoe Co.

Registered

MONTREAL

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

Established 1882
THE COMMERCIAL
AN WEEKLY FINANCIAL-COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—**"THE COMMERCIAL."**

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.



Nufashond
TRADE MARK REG.
Fabric Tip

Shoe Laces

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO., Reading, Pa.



FRED W. MEARS HEEL CO.
DESIGNERS AND MAKERS OF
WOOD HEELS
TELEPHONE 1431
HAVERHILL, MASSACHUSETTS

Canadian Agents:
A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada



Exhibit Yamaska prominently and get your full share of the business it pulls.

YAMASKA

The Elite of Masculine Wear

A shoe with a reputation in both town and country. It is made in sizes from that of the smallest boy to the big-footed man, and for all round serviceable wear—in all seasons and under every condition—Yamaska has made its mark as a favorite. Add to these wearing qualities a rare smartness and you have the secret of Yamaska reputation.

La Compagnie

J. A. & M. COTE

Factory at ST. HYACINTHE, Quebec



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



SHOE-STAMP-SPECIALIST
W.D. ARMSTRONG
ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST, MONTREAL, PHONE 675
QUE. QUE.
MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED



Muir Shoes

- STYLISH enough for the most fashionable
- SERVICEABLE enough to make them moderate priced.

*Famous in stores where
better class footwear
is carried*

For Men
For Women
For Boys

The
James Muir Co.
Montreal

Patent Leather



Permanent excellence and superb finish have placed our product in a class all its own.

"Clarke's"—the most popular Patent Leather in the world—is made in Canada.

Ask for Information and Prices.



Established 1852

"MAKERS
FOR THE
NATION"

A. R. Clarke & Co., Limited

MONTREAL

TORONTO

QUEBEC

CLARKE'S

Footwear

In Canada



REGAL SHOES



Regal Shoe Company
Limited
472-474 Bathurst St., TORONTO

Better Merchandising Number



PANTHER TESTED FIBRE SOLES

are now so well established as a superior soling that dealers as well as the public are specifying them throughout the Dominion.

**INSURE
BETTER
SHOE
SERVICE**

PANTHER SOLES are tenaciously strong, can be worked just as easily as leather,—stitched and trimmed. They will not crack, are waterproof and prevent slipping.
Are you specifying them?

**OUTLAST
ANY
OTHER
SOLING**



“SURE STEP” Rubber Heels

are the sure step to increased sales, to better footwear and to satisfied custom.

Made on the same excellent principles of PANTHER SOLING, they give your store the distinction of selling “Better Merchandise.”

Look for the Panther mark every time.

Made by the

Panther Rubber Company
Limited

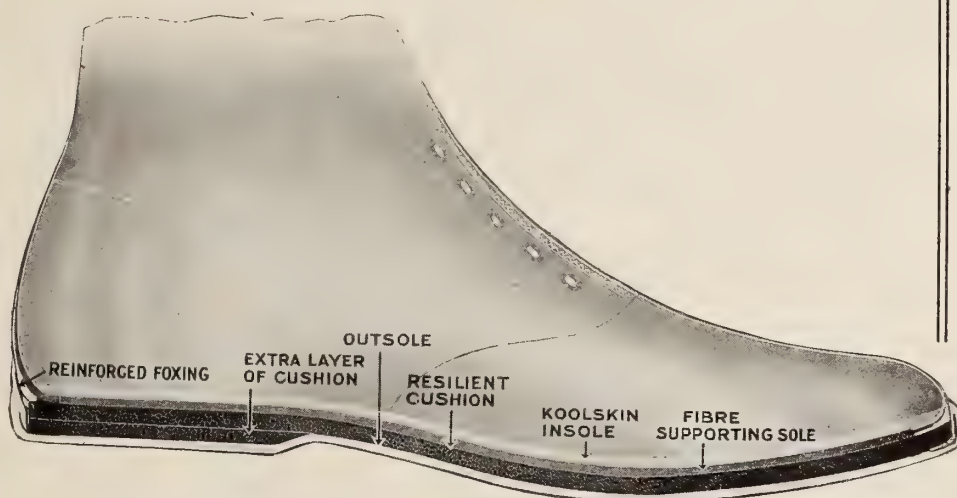
SHERBROOKE

- -

QUEBEC



A "Fleet Foot" Special



The construction of our AVIATOR Shoes, in the FLEET FOOT line, promotes comfort and foot-ease. The sole and heel have a patent aerated construction which forms sort of an air cushion, providing protection against hot sidewalks, tennis courts, etc., as also against pebbles, twigs and other hard substances.

Among the AVIATOR Shoes, the "SPORT" appeals particularly to those engaged in athletics or gymnasium work, and once tried for that purpose no other shoe will satisfy.

The SPORT is made in Balmoral and Oxford styles for Men, Women and Boys.

Ask our FLEET FOOT salesman to show you the SPORT Shoe and also the RINGSIDE, a companion shoe.

Canadian Consolidated Rubber Co. LIMITED

Head Office — MONTREAL

Service branches at Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver and Victoria.

THE CANADIAN FOOTWEAR CO.

Makes the

RIGHT SHOES

For the

BEST TRADE

**A
Superior
Oxford**



Combining good taste with strictest economy, appealing alike to style and thrift. Using the best materials with great care in the making, has enabled us to procure Footwear recognized by its superiority. Our prices are right too.

Canadian Footwear Co.

Limited

MONTREAL

Salesroom: 44 St. Antoine St.

Factory: Pointe-Aux-Trembles



A "BENNETT COUNTER" in any shoe makes it a *better shoe*. It fits your last, holds its shape, is comfortable to the foot and *outwears* the rest of the shoe.

All these qualities are *constantly* maintained at the highest standard in the manufacture of the fibre and by the Bennett process of making the counter.

The "BENNETT COUNTER" is sold on its honor and at a fair price. The largest shoe fibre makers in the Empire are back of every BENNETT COUNTER.

BENNETT LIMITED

Makers of Shoe Supplies

Chambly Canton, P.Q.

Sales Office: 59 St. Henry St., MONTREAL

D & F

SHOES THAT SATISFY



D & F shoes have never failed to give the public real satisfaction. A moderate priced shoe having style and effect of the highest priced.

The retailer can build business every day on D & F lines because everything necessary to wear, fit, comfort and smartness is considered in their manufacture.

Our 1919 lines have an important selling message to the trade; they carry the assurance of profitable sales

Dupont & Frere
301 Aird Avenue :: MONTREAL

**“The
Best
Everyday
Shoes”**

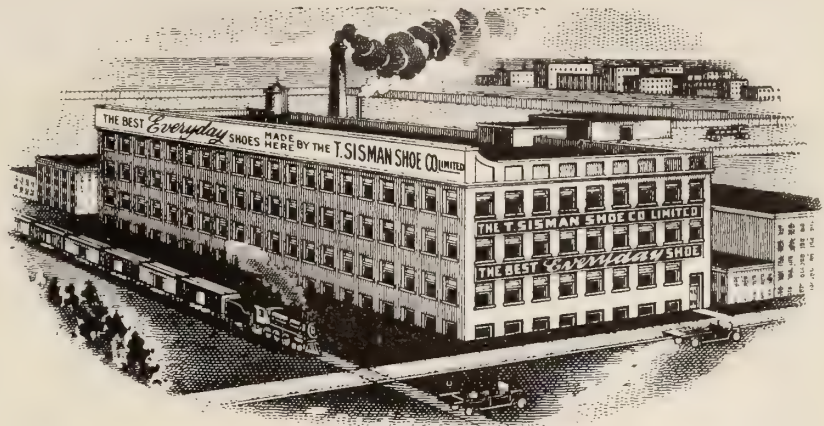
and

**“The
Aurora”
Lines**

of

**Box Calf
and
Velours**

two lines that have
won renown for all-
round satisfaction to
both the trade and
the public.



A WORD TO JOBBER

Our lines are made to satisfy that large section of the buying public who seek wearability and long service. Our shoes have an every-day demand and constitute steady selling footwear.

You will find this an obvious fact when you see how well the public needs have been studied in the production of “THE BEST EVERYDAY SHOES” as well as in “THE AURORA” line.

They are essentially for a big volume of trade. Secure samples on which to plan your Spring business.

The T. Sisman Shoe Co.

Limited

Aurora - Ontario

ORDER EARLY

SAFETY FIRST

Shoes Will Not be Cheaper

—They may be dearer

We cannot be too insistent in urging our customers to purchase early for the coming season. A genuine assortment of unsurpassed SLATER lines awaits your approval. You owe it to your business to see our new samples right away.

OVER 40 LINES IN STOCK READY
TO SHIP

Ask for Catalog

Slater Shoe Co., Limited
Montreal, Quebec

YAMASKA

**Has the
Approval
of Men**



By adherence to a high standard of shoe making this footwear for men is supreme as a leader in sales.

It is a shoe that renders service to all classes. Its smart and dignified appearance has made it a favorite; its strength and remarkable wearing qualities have given it a decided preference with men whose first consideration is wear.

There is no uncertainty in a stock of YAMASKA shoes. They are sellers.

Have you seen samples yet? Write now for them.

**La Compagnie
J. A. & M. COTE**

Factory at ST. HYACINTHE, Quebec

AIRD SELLS

to

Successful Jobbers

who make good sales and quick turnovers. To all Jobbers who handle Aird Shoes, success is assured. Aird value is sold before you buy it. It is demanded by the best retailers.

Aird up-to-date lines are further filling every requirement of retailer and consumers in their thrift needs.

Jobbers write us direct. See us when in Montreal.

AIRD & SON

Registered

MONTREAL



OUR SHOES MAINTAIN A STANDARD

of quality and workmanship
in spite of changing con-
ditions. We can do this
largely because our own
tanneries supply us direct with the best
material. Style is a matter of care in design
which you will appreciate in our products.

*OUR SHOES HAVE A REPUTATION
FOR SOLID WORTH*

"Metropolitan"

WOMEN'S McKAYS

MEN'S WELTS

"Paris" "Patricia"

WOMEN'S McKAYS

WOMEN'S WELTS

MEN'S WELTS

AND TURNS

*Let us show them
to you*

Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch: Metropolitan Shoe Co., 91 St. Paul St. E.



JOBBER'S

We can offer you exceptional values and show you very complete lines of high-class Canadian made footwear in which we use only the best materials, with faultless workmanship. Don't fail to consult us before buying for next season. We can quote prices which will at once please you.



We make a full line of

McKays for

Men

Women

Boys

Misses

and Youths

and Children



Duchaine

a n d

Perkins

QUEBEC

Montreal Sample Room

E. T. Bank Bldg.,

St. James St.

In the Matter of Shoes
You Can't Improve On
**MINER
SERVICE**

For complete lines of Men's, Women's, Misses' and Children's shoes of unequaled value. Stock "Miner Shoes for all the family." Experience the satisfaction of perfect service with

Miner Shoes
and
More Sales

*Our New Spring showings will
interest you.*

The Miner Shoe Co., Limited

MONTREAL

-

OTTAWA

-

QUEBEC

-

TORONTO

Agents for the celebrated MINER RUBBER FOOTWEAR

The "Kumfort Shoe" for Women

"Kushion Soles" bring "Kumfort" to the wearer, and they detract nothing from the Style and Quality of the shoes. Old in principle—new in design and perfection, there is a wonderful opportunity to the dealer in Thompson's Kushion Sole Shoes.



Thompson's Kushion Sole Shoes



A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

NOTICE—Toronto and Western Ontario buyers—Thompson's Kushion Sole Shoes are carried in stock in Toronto by Mr. Geo. E. Boulter, 3 Wellington St. E.

THOMPSON SHOE CO.
LIMITED
MONTREAL

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915

The Vulco-Unit Process

*Will produce the lines of any last to
the finest details.*



Waterproof and perspiration-proof.

*This box toe will preserve the style of the
toe through the hardest wear.*

BECKWITH BOX TOE LIMITED
Sherbrooke, Quebec, Canada



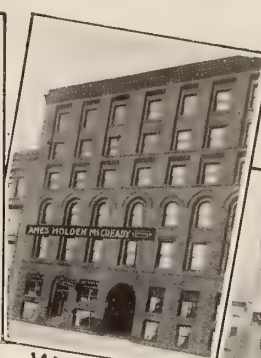
ST. JOHN, N.B.



MONTREAL



TORONTO



WINNIPEG



VANCOUVER



EDMONTON

Better Merchandising Includes Better Buying

The profits of merchandising are not all **selling** profits; a good deal is **buying** profit. The wise and careful buyer has an advantage right from the start.

Don't turn your store into a warehouse for surplus stock. Don't tie up your money in goods which will not move promptly. Link your store up with an organization which can give you not only quick moving saleable goods, but which can give them to you **as** and **when** they are wanted.

Ames-Holden-McCready are thoroughly equipped to do this for you. Our organization covers the country from coast to coast. We are able to judge the consumer demand **as a whole**, not merely from some localized angle. Our six branches, located at convenient distributing points, maintain complete stocks within easy reach of every dealer in Canada. By keeping in touch with the Ames-Holden-McCready branch you can keep your surplus stock down to a minimum, and still be protected against finding yourself out of wanted sizes. Let the manufacturer carry your surplus stock for you.

And remember this: the big problem today is to produce enough good quality shoes to go around. You may be assured of being able to supply your customers in buying from a house which can give you a **complete line** of shoes for men, women, boys and children.

1

AMES HOLDEN McCREADY

LIMITED

"Shoemakers to the Nation"

Progressive Jobbers

KNOW THAT
GAGNON,
LACHAPELLE
and HEBERT
LINES

ARE

Better-Business-Makers

Our facilities for the manufacture of Womens', Misses' and Children's shoes enable us to offer exceptional values in staple lines at prices which present a margin of profit you will appreciate. You can't help it.

See us first.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

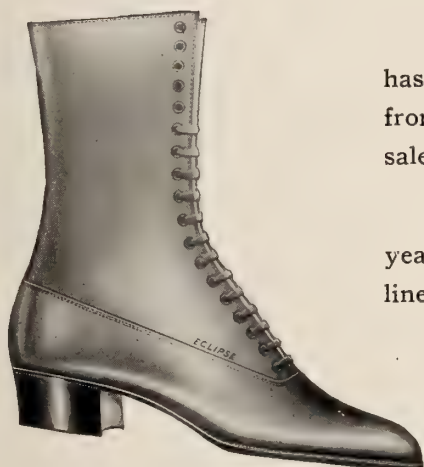
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Montreal

Correct Shoes for Children

ECLIPSE



It is conceded throughout the trade that the ECLIPSE has proved the most successful line of Children's wear, both from the point of view of service to the public and ready sales to the retailer.

With an expert knowledge of children's needs, born of years of specializing on this wear, we are able to produce a line that standardizes children's footwear.

*See Our
Travellers*

They are showing an excellent range of children's shoes for your 1919 sales. These new lines are examples of the best shoemaking and have an appeal that will insure a good volume of sales for your Children's Department.

Write for Samples—NOW!



Galt Shoe Manufacturing Co.

Limited

Galt :-: Ontario

== "UNDERFOOT" ==

"Overhead," as nearly everybody knows, is a word that, through repeated usage, has come to mean the general cost of doing business, as apart from the particular cost of making a given article.

Why shouldn't the word "Underfoot" stand for the general cost—to the human system—of wearing boots or shoes as against the particular cost of buying them?

As the object in a big business is to cut down "Overhead," so the object in individual business, like shoe-buying, is to cut down the cost of "Underfoot."

The way to cut it down, without losing an atom of service, or general efficiency, is to get "Acme" Soles on your boots or shoes.

Dunlop Tire & Rubber Goods Co.,
Limited

Head Office & Factories: TORONTO
Branches in the Leading Cities. F. 15



What Our Service Means to You

You are able to offer your customer a product that comes to your shelves only after expert approval, and you can sell it on that assurance. Nothing is shipped from our warehouse that has not honest value. Our many years in the footwear field gives us an insight into shoe manufacture that precludes any chance of inferior material or workmanship passing our detection.

Every order whether large or small has immediate attention and quick execution. Place your orders with us and you are assured of real service.



James Robinson

Specialist in Fine Footwear

MONTREAL



Bostonians for 1919 are even better

They have an appeal to every class of customer. Sound shoe-making is shown throughout their make, and we can affirm their dependability to yield a service to your patrons that will ensure future sales.

James Robinson

Specialist in Fine Footwear
MONTREAL



Your inspection of these BOSTONIAN lines of footwear for Spring 1919 will prove of particular interest to you. They carry a convincing message of bigger business.

Independent Rubbers for All

There is a big ready reserve of supply to support you in the fast selling line of INDEPENDENT. Their six brands will satisfy every call you have for rubbers. Apart from variety they are so thoroughly well made and finished that they at once convince your customer you are offering something of unusual value in rubber wear.



James Robinson

Specialist in Fine Footwear

MONTREAL

"Royal "

"Bull Dog "

"Kant Krack "

"Dainty Mode" "Veribest"

"Dreadnaught "



Footwear that makes for Better Merchandising

While there are many features of store service contributing to successful retailing, the first and foremost requisite is the selection of lines to be offered your customers. Saleability of your merchandise is the all-important factor.



So well have our lines conformed to the popular conception of desirable wear we can confidently say that Robinson's footwear is essential to better merchandising.

James Robinson

Specialist in Fine Footwear

MONTREAL

THE "SUPREME LADY" SHOE

*Absolutely nothing made better
in McKAY process
Best materials used throughout*



Patent	\$4.00
Black Kid	4.25
Gun Metal Calf	4.25
Colored Calf	4.50
Brown Kid	4.60

*ALL WIDTHS
AA to EE.*



Patent, ...	single sole	\$4.10
Black Kid	" "	4.35
Gun Metal Calf	" "	4.35
Colored Calf	" "	4.60
Brown Kid	" "	4.80

Patent	\$3.75
Black Kid	4.00
Gun Metal Calf	4.00
Colored Calf	4.25
Brown Kid	4.35

CLARK BROS., LIMITED

ST. STEPHEN, - N. B.

Manufacturers :
McKAY SHOE SPECIALISTS



The Ideal in Shoemaking

MARSH

Many factors contribute to the pronounced superiority of Marsh Footwear—to its supreme position in the footwear field.

Forty years of experience, a close study of public needs, the employment of only skilled workers and an insistence on the best materials—all combine to give the Marsh Shoe its excellence.

The increasing volume of sales year by year reflects public appreciation of quality and the retailers' loyalty to high grade merchandise when it has proved its worth.

Marsh footwear maintains its position again for the 1919 trade. Everything necessary to successful retailing and to giving the utmost value to the public has been considered in the production of our new lines.

Watch for Men's cuts in next issue

The Wm. A. Marsh Co. Limited
QUEBEC



Superb Shoes for 1919



"Liberty" Last

Black Calf. 8 and 9 inch top.
Cuban Heel.

Imitation Wing Tip.
Widths, A to E. Sizes, 1 to 8



"Vimy" Last

Tan Calf. 8 and 9 inch.
Straight Tip. Cuban Heel.
Widths, A to E. Sizes 1 to 8.

The Wm. A. Marsh Co. Limited
Quebec

*Leaders
in Style*

*Leaders
in Sales*



"Vimy" Last

Black Vici Kid Oxford.
Cuban Heel.
Widths, A to E. Sizes, 2 to 8.



"Rich" Last

Black Vici Kid. 8 and 9 inch.
Louis Heel.
Widths, A to E. Sizes, 1 to 8.



"Rich" Last

All Patent Oxford.
Louis Heel.
Widths, A to E. Sizes, 1 to 8.

For Your Children's Trade

KOR-KER HAND WELT

CHILDREN appreciate good footwear just as much as grown ups. The child knows what it wants. We have specialized in children's Footwear needs.

We are therefore able to present lines of the best in "Shoes for Juveniles" at prices which will please the parent.

Plug Throat Oxford, made in all colors, soles of either Oak Leather or Fibre.



Made of Black Box Kip, also colored leathers. Stitchdown. Either Oak Sole or Fibre.



New Colonial Improved Sandal with ankle strap. Designed by Mr. P. Braunstein, of our firm. Something entirely new to the trade, has not yet been shown. Has Colonial flap. Oak or fibre soles.



Here are three of our very popular samples. You will appreciate the real touch of style which appeals to the child and parent when you see it combined with a thoroughness and care in the making that characterizes all our footwear.

Children's Footwear Limited

1 and 3 Alexander Street

--

MONTREAL, QUE.

BOSTON DISTRICT



Excelsior Brand Needles

for

Wheeler and Wilson

—and—

Singer Machines

Puritan National Wax Thread Machines

Its superiority has caused it to be the recognized standard the world over. Its sturdy reliability is due to the quality of material and workmanship that enters into the manufacture of every needle that bears the name "Excelsior Brand."

THE S. M. SUPPLIES CO.

121 Beach St. - Boston, Mass., U. S. A.

Save Leather and Still Make Solid Shoes . . .

Mr. Patriotic Dealer, you can do much to help along the conservation movement by specifying "**Du-Flex**" bottoms on the shoes you order. The new ideas introduced at the Boston Style Show, if indorsed by you, will do much to assure success of the war-winning conservation plans.

"Du-Flex"
TRADE
MARK

is a tough, strong fibre material made into soles of any thickness desired, (surpassing leather in many respects,) which can be made to appear like leather in all respects, when on the shoe. Whole soles, half soles, slip soles, and heels, are all made of "**Du-Flex**"—styles and sizes for every type of shoe—so you are not restricted in your opportunities to save leather and still have solid shoes made for you.

Is "Du-Flex" liked?

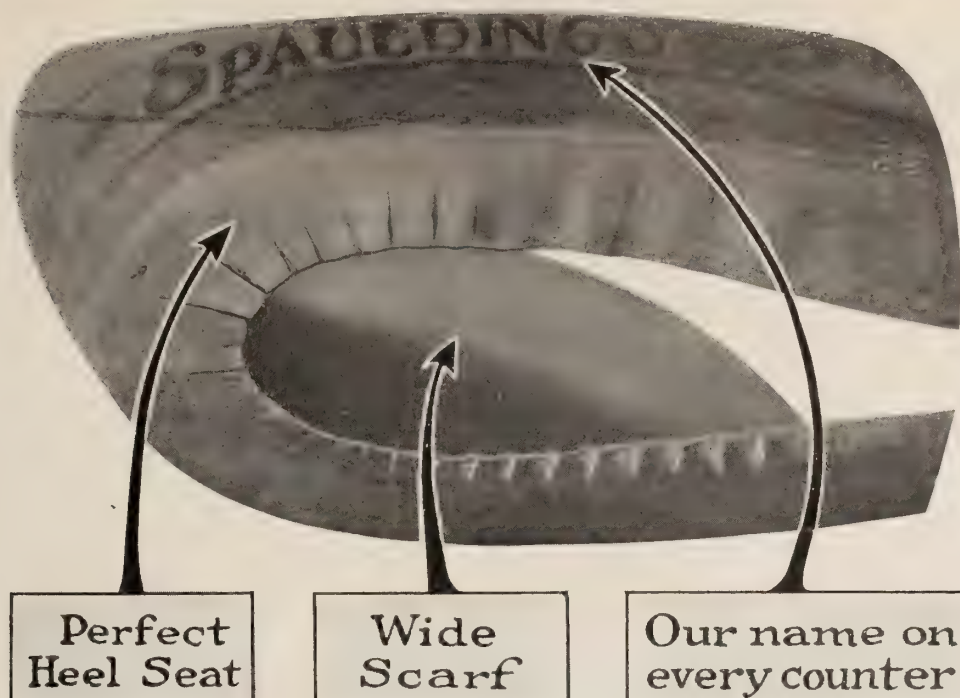
*Ask those to whom you sell shoes bottomed
with "Du-Flex."*

AVON SOLE COMPANY

AVON, MASS., U. S. A.

Pioneer Manufacturers of Fibre Soles





Perfect
Heel Seat

Wide
Scarf

Our name on
every counter

SPAULDING'S
Fibre Counters
Guaranteed

The Foundation of Well Lasted Shoes

The wide scarf found in no other fibre counter and the smooth, perfectly moulded heel seat, play an important part in the fitting qualities, and neat appearance of the shoe.

Our name is stamped on every genuine Spaulding counter as a guarantee of Quality.

We Make Our Own Fibre

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

PHILADELPHIA
John G. Traver & Co.
329 Arch St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

ST. LOUIS
The Taylor-Poole Co.
1692 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

SEVEN FACTORIES
Tonawanda, N. Y.
No. Rochester, N. H.
Townsend Harbor, Mass.

Rochester, N. H.
Milton, N. H.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Canadian Agents:
International Supply Co., Kitchener, Ontario and Quebec City.

V. Champigny, Montreal.



Lawrence Leathers

Are Known and Used the World Over

A. C. LAWRENCE LEATHER CO.

BOSTON, MASS., U.S.A.



Originators of

NUBUCK

(Trade Mark Regd.)

Makes cool, comfortable shoes.
Easiest to keep clean of any suede finished side leather.
White and popular shades.

Originators of

BLACK DIAMOND

(Trade Mark Regd.)

Chrome Patent Sides

Black and Colors

The most extensively sold Chrome Patent Sides on the market.

Originators of

WEILDA

(Trade Mark Regd.)

Suede-finish Calf.
Twenty-eight colors.
Very popular with our export trade.

Originators of

ACLOSUEDE and ACLOTAN

Chrome tanned.

Predominant in the domestic glove leather field.

Originators of

GUN METAL CALF

(Trade Mark Regd.)

The Old Reliable

No other calf leather has ever approached the degree of popularity established by Gun Metal Calf.

Black and Colors

Originators of

GUN METAL SIDES

(Trade Mark Regd.)

Colors—Tan, Brown, Mahogany, Cherry Red, Coco.

Originators of

"HUB"

Pigskin Welting

"HUB"

Pigskin Sole Leather

A·C·LAWRENCE LEATHER CO.

BOSTON, MASS. U.S.A.

NEW YORK

CHICAGO

ROCHESTER

ST LOUIS

GLOVERSVILLE

CINCINNATI

WILO

Sides

This Trade Mark Says:
"Produce What the Trade Wants"

Color 18—Smooth WILO Snuff sides—Medium Brown shade

Color 14—Smooth WILO Snuff " - Dark Brown "

Chocolate Chrome Re-Tanned—For Army Shoes

Chocolate WILO Elk Full Grain

Coffee W. P. WILO Elk Full Grain

Dull Smooth Black WILO Snuff

Boarded Black WILO "

Boarded Black WILO Printed "

SPLITS

Gussett, Shoe and Glove

Tan, Chocolate, Black, Pearl, Yellow, Khaki

Exclusive Selling Agents

C. D. KEPNER LEATHER CO.

223 West Lake St., Chicago

139 South St. Boston

H. S. & A. W. Snyder
inc.
65 SOUTH ST., BOSTON.

HORSE FRONTS — HORSE BUTTS

MADE IN

MAHOGANY, PEARL AND
OYSTER GREY, MEDIUM
AND LIGHT TAN

MADE IN

BLACK, TAN AND
MAHOGANY, INCLUDING
BOX AND SPECIAL FIGURES

INDIA GOAT and CHROME KID

HAVANA BROWN and OYSTER GRAY

OOZE SPLITS

For Gussets

DOPED SPLITS

Better known as YORKO
in Black & Colors

CANADIAN AGENT

J. A. SCOTT

MONTREAL

QUEBEC



Standardization of Colors

Re-emphasizes the Sterling Wearing Qualities and the Chic,
Trim Appearance of

P. & V. BLACK GLAZED KID

For Smoothness and Service There is Nothing Superior on the Market

Every Skin has a Tight Break and a Smooth Finish

Worn Today More Than Ever

P. & V. BLACK PATENT SIDES and COLT

Have a Distinctive Tone, Characteristic of P. & V. Leathers
ONLY. Every Skin is worked out to have as large a Cutting
Surface as possible. The Grading of Skins is very carefully
executed so that the Standard of Quality of any Class of Skins
is Constant.

Send for Prices and Samples.

Pfister & Vogel Leather Company
Milwaukee, Wis.

Boston
New York
Philadelphia

Cincinnati
Chicago
St. Louis
Northampton, England

New Orleans
St. Paul
San Francisco



East Side of Menominee Calf and Kid Tannery

Better Merchandising is closely allied with Better Merchandise

True Economy is based on QUALITY, not price. A shoe with a poor lining will not give as much service as one with a good lining, and the difference in cost is only a few cents per pair.

'Red-line-in' and **"Rushur"**
REG. U.S. PAT. OFF. *Wear Proof*

Shoe Linings wear two to three times as long as ordinary shoe linings. They reinforce the leather and seams, keeping the shoe in shape and adding to the length of service.

Tell your Shoe Manufacturer to put **'Red-line-in'**
Lining in your regular grades of men's and women's shoes, and **"Rushur" Wear Proof** (moisture-repellent) in your men's hard-service grades.

Your customers will appreciate the difference.

Farnsworth, Hoyt Company
B O S T O N
Makers

LEADING SHOE FABRICS

POLAR KLOTH has created for itself a Big Demand as a White Fabric which looks well, wears well, fits well and is without a blemish.

It is the **Acme** of **Perfection** for white shoes of all kinds. Only the Best of long Staple Cotton is selected in its manufacture and it is woven from the best 3 ply Fine Count Combed Yarn. An additional feature of POLAR-KLOTH is the increased stability given it by the New Process Backing, meeting the demands of the shrewdest and most Discriminating Buyers.

POLAR-KLOTH is carried in stock in Colors.

LAKEVILLE MERCERIZED DUCK

and **WHITE POPLIN** are Two Popular Cloths for White Shoes of all Kinds.

TITE-SEAM THREAD

is a guaranteed cotton sole sewing thread for Turn, Welt, Shuttle and McKay work. Especial care has been given to make this thread stand great tension and yet will not break but will run smoothly and give the tightest seam possible. It works like a charm and wears like iron.

FIBERTAN

Artificial Leather wears and looks like leather and is guaranteed to meet demands. Made in all colors, finishes and grains.

We carry in stock **DUCKS, POPLINS, SATINS, STAYS, BINDINGS** and a Full Line of Linings—**DRILLS, TWILLS, FLANNELS, SHEETINGS, etc.**

THOMAS, LAKE & WHITON, Inc.

103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U. S. A.

EDWIN CLAPP SHOES
 ARE FAVORITES WITH
 WELL DRESSED MEN.
 A SELECTED LINE OF THESE
 QUALITY SHOES WILL PROVE
 FAVORITES WITH YOU

"MADE IN U.S.A."

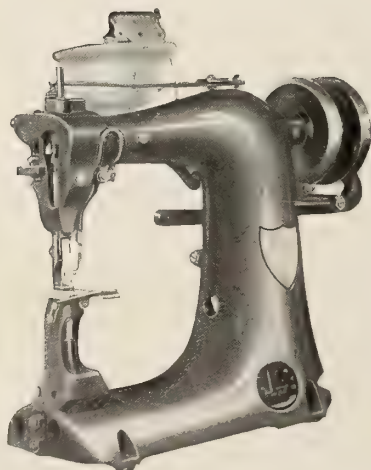


Edwin Clapp
& Son Inc.
 ESTABLISHED 1853
 EAST WEYMOUTH, MASS.

ESTABLISHED 1853

The Puritan Machine

CHAIN-STITCH



Its high speed, accurate performance and great durability has made it the standard chain-stitch machine in the shoe factories of the United States and Canada.

Fitted for Closing, Strapping, Vamp-
 ing, Siding, Fairstitching
 and Counter Work

WRITE FOR DETAILED DESCRIPTIONS

Puritan Manufacturing Co.

121 Beach Street

-

-

BOSTON, Mass.

Cotton Threads

for the

Making Room

BALLOU THREAD COMPANY

Manufacturers of Cotton Threads

PROVIDENCE

RHODE ISLAND

THE NEW WOBURN SUPERIOR LEATHER GAUGE

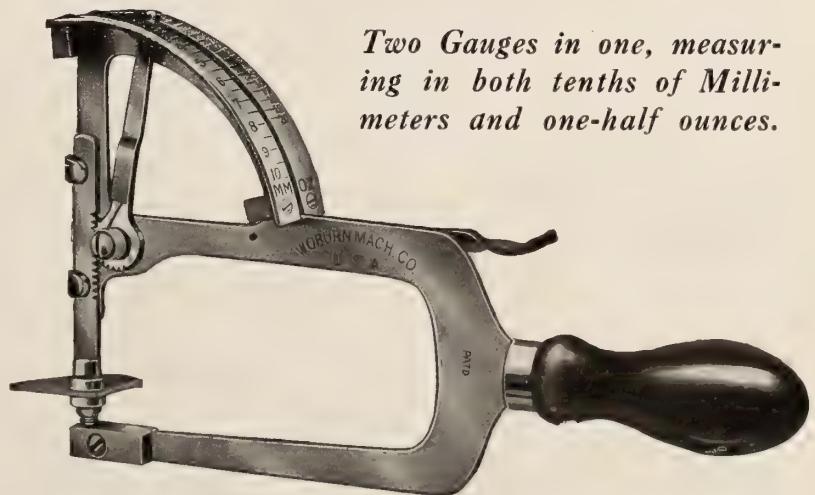
Every inspector of leather should have one of these gauges as they are considered to be the most accurate ever placed on the market in this or any other country. The Ordnance Department of the U. S. Army regard them so highly that they have purchased one hundred and thirty (130) and the Quartermaster's Dept. nine (9). The leather trade has recognized the value of these gauges as we have received a number of letters congratulating us on our success in perfecting this accurate gauge.

It is very simple in construction and design. There is an adjusting screw by which the accuracy of this gauge can always be controlled. Having but very few parts and on account of its simplicity and accuracy it has been pronounced a perfect instrument by experts, the ultimate gauge both in construction and performance.

We are now prepared to furnish these gauges graduated in one half irons on one index and tenths of millimeters on the other for sole leather purposes.

They are made in two sizes, No. 1, 4½" and No. 2, 6" in depth

In making reply for further information mention "Footwear in Canada."



Two Gauges in one, measuring in both tenths of Millimeters and one-half ounces.

WOBURN MACHINE CO., 201-4 Main Street, Woburn, Mass., U.S.A.

*Every Conceivable Shape, Finish,
Material and Design.*

KESCOT

Shoe Ornaments

Our recent purchase of the complete Shoe Ornament Plant of the Metal Products Corp., added to our own extensive line, makes ours absolutely and without question the largest and most complete line of shoe ornaments in the world.

PROMPT DELIVERY
of Any Ornament in Our Line

Kescot Manufacturing Co.
86 Page Street, Providence, R. I.

CLARK'S



1852

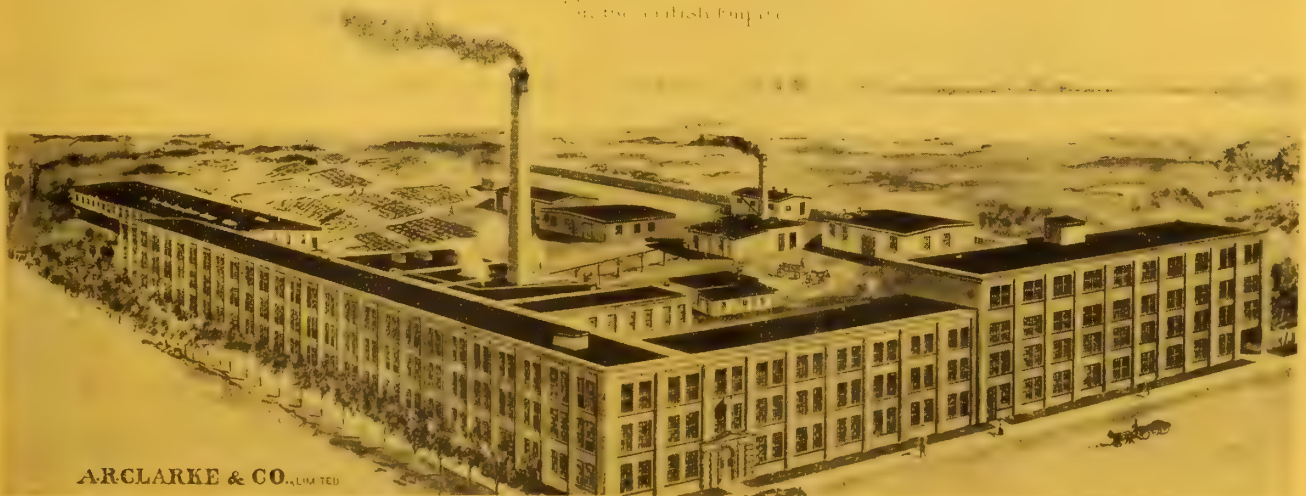


1918

One of the
Empire's Greatest
Industrial
Institutions



The Largest and Finest Leather Factory
in the British Empire



ARCLARKE & CO., LIMITED

Clarke's Patent Leather



Mr. Griffith B. Clarke, President of A. R. Clarke & Co., Limited, the largest firm of patent and glove leather makers in the world.

Enterprise and Success

From the modest beginning of a little tannery in Peterborough back in 1852, the firm of A. R. Clarke & Company has developed into the present large business, occupying the proud position of the greatest patent leather concern in the Empire.

Enterprise, effort and adherence to the principle of "quality first" has realized a phenomenal success.

Mr. Griffith B. Clarke, as president of this great business, is well maintaining the traditions of his predecessors.

A. R. Clarke & Co., Limited

Makers to the Empire

MONTREAL

TORONTO

QUEBEC

Clarke's Patent Leather



WHEN you select your patent leather goods, be influenced by the fact that a large section of the buying public prefer this dressy footwear and will buy it year in and year out when the quality warrants it.



*The
Patent
to
Perfection*

CLARKE'S Patent Leather is absolutely the best obtainable on the continent. It retains its lustre longer than any other and is proof against cracking.

For your reputation, for your desire to get the best and most profitable custom—and to retain it, you should insist on CLARKE'S Patent Leather.

A. R. Clarke & Co., Limited

Makers to the Empire

MONTREAL

TORONTO

QUEBEC



CLARKE'S PATENT LEATHER

and
Mr. Griffith B. Clarke's
speed boat
The Leopard



A. R. Clarke & Co., Limited
TORONTO



The Just-Wright Shoe for Women

The experience of many years in the manufacture of men's fine welts shows most prominently in this beautiful street boot for women.

It bears all the Just-Wright earmarks of style and distinction, and it will bring to you the trade of those women of discernment who appreciate quality and are willing to pay for it.

Our salesmen are now out with Spring samples.

E. T. WRIGHT & CO., Inc.

St. Thomas, Ont.

Rockland, Mass.



No “White Elephants” with **TETRAULT**

Tetrault shoes for men do some moving and they move fast. No shelf warming for them. Never had any white elephants to eat up profits. Tetrault shoes are the biggest and best proposition in the Canadian shoe business today. Tetrault has climbed to first place as the largest makers of men's Goodyear Welts in all Canada. Think it over—then act.

LARGEST MANUFACTURERS OF GOODYEAR WELTS IN CANADA—BAR NONE

TETRAULT Shoe Mfg. Co.

LIMITED

MONTREAL

European Office and Warehouse:

9 Rue des Marseilles, Paris, France



The "Pull" is There with TETRAULT

Every practical new idea—every popular innovation in shoes for the past years has been introduced by Tetrault.

When you want to be ahead of the times—sell Tetrault shoes. When you want to be sure of making money—sell Tetrault shoes. When you want tomorrow's shoes, today—buy Tetrault shoes.

LARGEST MANUFACTURERS OF GOODYEAR WELTS IN CANADA—BAR NONE

TETRAULT Shoe Mfg. Co.

LIMITED
MONTREAL

European Office and Warehouse:

9 Rue des Marseilles, Paris, France

UPPER LEATHER

Patent

Dongola

Box Sides

Gun Metal

Tongue
and Wax
Splits

both

Plain and

Ooze

in Black
and Tan

L. S. O'DELL

137 MCGILL ST.

MONTREAL

O'DELL'S PATENT INSOLE

Best on the Market.
Made from high
grade heavy
canvas

Perfectly Waterproof by
our Patent Process

Even surface
No waste in cutting

also

Felted
for
**Cushion
Innersole**

Now used by
good factories

Ask for Samples

MADE IN
CANADA

SHOE FELTS

Shoe Cot-
tons of all
kinds

Shoe
Cements
Top
Facings

Box Toe
Goods

Buckrams

Sateens

Sole

Leather

Flanks
Shoulders
and Heads

L. S. O'DELL

137 MCGILL ST.

MONTREAL



SOLE
LEATHER
of
Standard Quality
and
Highest Cutting Value

HEMLOCK UNION OAK

The Breithaupt Leather Co., Limited

Tanners of Hemlock, Union and Oak Sole Leather. Manufacturers of Tap Soles
and Jumbo Blocks for the Repair Trade

Head Office : **Kitchener, Ontario**

Tanneries at Kitchener, Penetang, Hastings and Woodstock, Ont.

REPRESENTED IN Montreal by R. M. Fraser and John McEntyre

In Quebec by Lucien Borne

In Toronto by Ed. Lewis, 45 Front Street, East



FLEET FOOT

All Styles and Sizes

For Every Member of the Family

Good business judgment will prompt the placing of large advance "Fleet Foot" orders for next season. The demand for "Fleet Foot" is bound to be bigger than ever, because more people are learning the genuine economy and comfort of "Fleet Foot" Shoes for Summer wear. Be prepared for this big demand by having a large and well assorted stock of "Fleet Foot."

*The "Fleet Foot" salesman will see you.
Wait and see what he has to offer. If your
order has been placed, it is not too late to
increase it with a more complete assortment.*

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Service Branches at Halifax, St. John, Quebec, Ottawa, Belleville,
Toronto, Hamilton, Brantford, Kitchener, London, North Bay, Fort
William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge,
Edmonton, Vancouver and Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission
as second class matter.

Entered as second class matter July 18th, 1914, at the Postoffice at
Buffalo, N. Y., under the Act of Congress of March 3, 1879.

SUBSCRIPTION RATES

Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.
Single copies 15 cents

Vol. 8 October, 1918 10



Introducing Our "Better Merchandising" Number

UNDER the stress of war and war-time conditions many business men have found ready solutions for problems that have long been baffling. Light breaks into hidden places and we have seen a gradual evolution and re-alignment of the whole scheme of retail merchandising. We believe the war has brought about reforms and changes in method that would not have come for years. Not all retailers have come to a realization of the fact that the war has brought about a situation requiring a more watchful, provident and useful manner of management in their businesses. Many, we believe, are floating along calmly and serenely on the tide of our

present war-time prosperity, without thought for the future when the thousands upon thousands of highly-paid workers shall be thrown out of their lucrative positions and we shall be face to face with an almost inevitable period of depression and inactivity. It must be borne in mind that the readiness with which large profits are often secured to-day by shoe retailers does not indicate a condition of better merchandising. With the final unfolding of the present unforgetful epoch in the world's history it will be to those merchants who have handled their businesses rationally and sanely to whom success will come in a continued measure.

Prudent retailers will not mistake the present complacency of mind of the public. There will be questions to answer in the not distant future. What about your store; what about your methods; the things you sell, and what about yourself? The better merchandising idea should take the place of a certain complacency of profit-making and loose manner of store-keeping now often in evidence. Better methods of buying, selling, accounting, stock-keeping, store service and advertising are all urgently needed; they constitute the essence and foundation of good business ethics and good merchandising.

* * *

Buy Useful Gifts —Buy Now

After conference with representatives of leading industries and retail interests concerned, the U. S. Council of National Defense reports that the manufacture of goods for the coming holiday season has been substantially completed, that the transportation of the goods to the point of sale is also largely done and urge that Christmas shopping begin at once and be spread evenly over the next two months.

The retail interests represented at the conference have agreed not to increase their working force by reason of the holiday business over the average force employed by them throughout the year, and not to increase the normal working hours of their force during the Christmas season. They also agreed to use their utmost efforts to confine Christmas giving, except for young children, to useful articles and to spread the period for holiday purchases over the months of October, November and December.

The retail interests referred to have further agreed to make announcement to the above effect in their advertisements commencing immediately. The above suggestions if faithfully and loyally put into effect throughout the country will make possible a continuance of the holiday custom without endangering the national interests thereby.

The Council of National Defense will co-operate in carrying out the suggested measures. It looks to organized business bodies of every nature and throughout the country actively to join in the movement as providing means whereby that co-operation between the government and the people can be had which alone will permit continuances of holiday business by such

methods as are consistent with the national welfare.

If this idea is good for the United States would it not be equally so for Canada? In the interests of conservation of salespeople, to say nothing of the nervous energy of the public itself, let us make our slogan "Buy useful gifts—buy now!"

* * *

A Bad Practice

The habit of returning manufacturers' drafts does not seem to be abating in popularity. This is very regrettable because the retailer who continually refuses bank paper, on some trivial pretext or other, damages his reputation as a business man to a very considerable extent. Sometimes, of course, manufacturers are liable to err, just the same as all other human beings, but it is surely the part of wisdom to allow him a little leeway. For example, a manufacturer told us the other day of a case where he drew on a retailer for an amount in the neighborhood of \$150. In the course of many days the draft was returned endorsed: "Amount is \$2.40 too much." The manufacturer wrote the retailer, on learning of this, and said, in effect: "We acknowledge the error in the amount of our draft and shall have a new one drawn, but at the same time do you not think you could have trusted us to the extent of crediting your account with \$2.40? We gave you credit on the whole amount of the order for three months, but you refuse to allow us credit for a few days on \$2.40. Do you think that is giving us as square a deal as we gave you?"

If the retailer replies to this letter it will be interesting to hear what he has to say. Better merchandising, as we understand it to-day, does not sanction the return of drafts for any but the most legitimate causes. We believe many retailers do not appreciate the seriousness of the practice and little realize the amount of labor and actual money loss involved.

* * *

Get a Paying Location

In order to hold its franchise a certain New York street railway company has been operating an almost-trolley car over a certain side street a certain number of times daily. For years the daily receipts of the car averaged about 30 cents. One day a new man was put on the car. His first day's receipts were 25 cents, and his second day netted the usual 30 cents. The third day, however, he dealt a knock-out to the law of averages by turning in \$51.25. The amazed superintendent demanded an explanation.

"Well boss," said the new man, "business was so punk on that side street I took the car over onto Broadway."

The moral is, that if your location is out of the way of purchasing customers you should make a change. Even the best store and most tastefully decorated windows cannot draw trade from a dead street. No use staying in a rut and running just for the sake of run-

ning. Good business localities frequently change, and enterprising stores move with the tide.

No use saying you've been so long established your customers will come to you anyway. You're old enough to know that human nature makes people go where it's easiest to buy, irrespective of where they've bought for the last ten years. If your store is on a dead street be like the new conductor and take it over on "Broadway," where your windows will get dirty quicker on account of the dust the pedestrians are raising.

* * *

Think Before You Kick

Many of us are so completely concerned with our own troubles at the present time that we don't concern ourselves with the troubles of the other fellow. For instance, the bitter complaint is general that manufacturers cannot make deliveries—no consideration for the fact that the manufacturer is in precisely the same boat—he cannot get materials with which to make the shoes for delivery. Nor can he get labor. And the man who should furnish the materials is



Think before you kick—Help instead of yelp

equally "up against it"—because his sources of supply are choked or wholly stopped and he also is short of labor.

The thing to do under the circumstances is to do the best one can—and quit complaining of conditions which are only aggravated by complaint. Better merchants will turn what energy and talents they possess toward helping instead of yelping.

* * *

What Advertising Isn't

One often hears of a retailer claiming to spend \$500 a year on advertising without getting adequate returns, when as a matter of fact he is only spending about \$250 for advertising. The rest is charity. Lodge, church and charitable institutions all come in for donations at various times throughout the year and the merchant generally calls it "advertising." Pages you take in their programs—tickets you never use—donations for prizes—are not advertising expense. They are contributions. Don't fool yourself by charging a lot of money to advertising that should properly be charged against the charity account and then say that advertising is a bunk.

They Do Get the Dirt

We were talking a few days ago with a retailer who was most enthusiastic about a small electric vacuum cleaner he had recently purchased for use around the store. "They do get the dirt," he said, "and quickly and surely."

The Retailer as Seen by the Manufacturer

Shares the Responsibility of the Maker in Supplying the Consumer—Too Many Retailers Scatter their Orders—Shoes Should be Stamped with Maker's Name

By Mr. R. E. Dildine*

THE manufacturer and the dealer are in reality partners in a big enterprise, which is nothing less than supplying the public with an essential commodity.

The manufacturer, if he is at all thoughtful, must realize his obligation to produce styles and grades of footwear which will be suited to the real needs of the public, and to produce them at fair prices. In other words, he must produce not simply what the public will buy, but what the public ought to buy. And in the long run competition will force him to do that, whether he realizes his obligation or not. The welfare of the public, in the last analysis, is the determining factor, and the manufacturer who realizes this sees himself as working for the consumer's interest primarily.

Or, to state it in another way, a shoe is of no real value in the world until it is worn by somebody. That is the only purpose for which it is brought into existence. The transaction which begins in the shoe factory is not **finished** until the shoe is actually giving service to the consumer. The manufacturer cannot absolve himself of responsibility until his shoes are in actual use.

But at a certain point in the transaction, the responsibility is **shared** by the dealer. The dealer becomes a partner with the manufacturer in this enterprise of supplying the public with proper footwear at a fair price. It is true that the dealer is independent in the sense that he can do business with any manufacturer he chooses. But he is a partner none the less, for he cannot do business without some manufacturer, and the manufacturer would have to change the whole system of distribution in order to get along without the retailer.

That is all obvious enough, of course, and will be admitted readily in theory. But when it comes to practice, it is frequently lost sight of. Many dealers are inclined to draw a sharp line of distinction between the business of producing and the business of distributing shoes. They do not realize that the things which they do, or leave undone, have a very practical effect upon what the manufacturer can do, and upon the prices which he must charge for his product.

A large manufacturer must do business with several thousand dealers. It is obvious, of course, that not all of them will be of the same grade of intelligence and business ability. Not all of them will have the same conception of their relationship with the manufacturer and the public. Not all of them will have the same standards of doing business. But if it were possible to convince the majority of the essential union between their interests and those of the manufacturer, a great deal could be accomplished that would benefit all parties concerned, including the consumer.

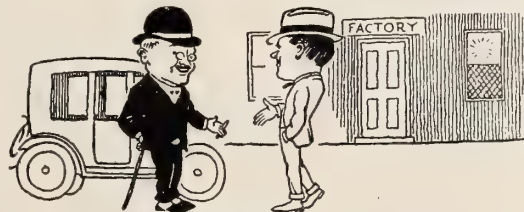
For example, there is a tendency on the part of some retailers to try to get all they can out of the manufacturer, by making demands for special concessions in prices or terms, by returning goods when not justified, by cancellations, and the like. If the manu-

facturer in question is weak enough to yield to such demands, the retailer is likely to think that he is "putting something over." He is, indeed, but he is "putting it over" on himself and upon his brother retailers. For the cost of special favors and concessions must simply be added to the cost of carrying on the shoe business, and inevitably is reflected in higher prices.

Concentrate Your Orders.

Again, many retailers follow the policy of scattering their orders among too many different manufacturers, stocking only a few lines from each house. This policy also results in higher prices all along the line, because it maintains high selling costs and, therefore, high prices. The manufacturer's travellers must do extensive travelling and make many calls on retailers which do not yield business, in the effort to sell his output. They must call upon many dealers who do not buy at all, and upon many who buy only in small quantities. And it costs as much to send a traveller for a dozen pairs order as if he booked an order for half the retailer's requirements.

This matter of selling cost is not always considered as seriously as it should be. Often times the cost to



The retailer is a partner with the manufacturer in the enterprise of supplying the public with shoes

sell a pair of shoes to the retailer is greater than the cost to manufacture them.

I was talking the other day with a large dealer who is an exceptionally good business man. In the course of the conversation he said to me: "I buy my stock from three or four houses only. Yet I am called upon by hundreds of travellers during the course of a year who never sell me a dollar's worth, and I sometimes wonder who is paying the cost of that unproductive selling expense."

The cost of unproductive calls by travellers must be absorbed and it adds to the price which every dealer in Canada who scatters his buying must pay, no matter from whom he buys his shoes. The manufacturer who can persuade the majority of his customers to concentrate their buying with him can unquestionably give better values.

It is a positive fact that a manufacturer can afford to sell at closer prices to retailers who will concentrate their buying largely with him, in the grades that he makes. And that is the only basis on which any retailer is warranted in asking for concessions of any kind which involve a reduction in gross profit for the manufacturer.

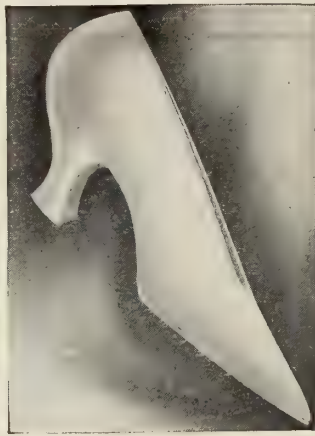
For example, it is the manufacturer's average vol-

*General Manager, Ames-Holden-McCreedy.

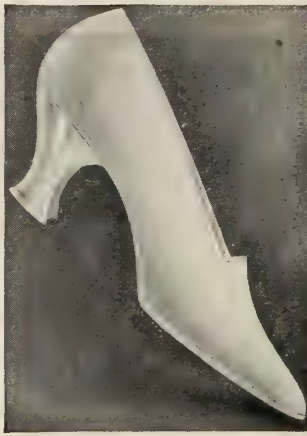
SOME OF THE FLEET FOOT STYLES FOR 1919 SELLING



Hetty



Betty



Zita



Dimples

ume of sales per customer which determines his selling cost. If he has 1,000 customers who buy a yearly volume of \$2,000 each, his selling cost will be materially less than if he had 2,000 customers who bought only \$1,000 each.

It all comes back in the end to the dealer's conception of his business as separate and distinct from that of the manufacturer. If he feels that he has no interests in common with the manufacturer, or that his interests are actually antagonistic, it is impossible to secure the full measure of co-operation which will give the greatest benefit to all concerned.

Manufacturer Desires Co-operation.

"Co-operation" is really the word. No manufacturer in his senses wishes to control the dealer's business. Individual initiative and personal ambition are too valuable. They could never be replaced by any system of control. But the manufacturer does wish to advise the dealer, to co-operate with him, and to give him the benefit of his broader experience and outlook.

Some dealers, for example, object to the branding of goods with the manufacturer's trade mark. That attitude is understandable, so long as the dealer regards his interests as in conflict with those of the manufacturer. It is a mistaken attitude, however. For a trade mark, so far as the dealer is concerned, is simply a means for stabilizing demand, reducing selling cost and increasing turnover.

In this common enterprise of ours of serving the public, anything which will accomplish the purpose more quickly and cheaply is of benefit to all concerned. The trade mark has just that effect. It enables the manufacturer to do a part of the work of selling by the cheapest known method—consumer advertising. It enables the dealer to add this force to his own selling power, at no added expense. It enables him to sell more goods in less time and with less effort. It enables him to earn three profits instead of only two, or perhaps but one, by stabilizing demand and reduc-

ing the amount of necessary stock investment so that the goods "turn" faster. And it requires only the simplest of mathematical operations to perceive that three profits of 90 cents are greater than two profits of a dollar.

And from the manufacturer's point of view, the trade-mark is practically a necessity if he is to safeguard his own investment and carry out his responsibility to the consumer. As has already been said, the thoughtful manufacturer regards himself as working primarily for the consumer. It is his right, as well as his obligation, to identify his goods—to place his signature upon them, as it were. It is his right because he is justly entitled to the good will which springs from satisfied customers. It is his obligation because he is responsible, in the last analysis, for the merits or the shortcomings of his product. Surely no dealer should object to those propositions which are plain and equitable.

In brief, the manufacturer is anxious to treat the retailer as a partner, insofar as the retailer will permit. It is not a question of control, but simply a matter of co-operation in the rendering of a certain definite service; and that which benefits the one must inevitably react to the benefit of the other.

Does the Retailer Make too Many Unnecessary Complaints to the Maker?

ANOTHER manufacturer has written us a very interesting letter on the same subject: "The Retailer as the Manufacturer Sees Him," suggesting a few points on which special emphasis should, he thinks, be laid. "The retailer," he says, "is the medium between the source of supply and the consumer. Owing to the lack of knowledge, the retailer

You expect your sales force to be loyal to you—are you loyal to them?

frequently looks on the merchandise which he is selling from the viewpoint of the consumer. We get many complaints in our own line of business in regard to quality and workmanship which, if the retailer considered the source of supply, would not be made. We frequently hear a retailer say, after picking up a beautiful pair of shoes, that if every pair of shoes would only turn out that way, what a pleasure there would be in doing business. He does not always consider that all skins do not come from the animal in that way, and that in spite of every care being taken from the time a hide is taken off an animal until it reaches the tanner, there will be many imperfections caused from various reasons, finally making the finished product far from what we all would like and the proportion of beautiful skins is very small comparative to the number of skins taken off.

Labor

"The question arises in regard to workmanship. The retailer does not consider that present conditions are absolutely abnormal and he does not realize that the shortage of expert workmen must show itself in the products produced. He still expects his merchandise to come to him as it has been coming for years in the past, and although he does know a war is on,

he forgets that the war brings about conditions which affects himself in his own business.

"The labor question also affects deliveries inasmuch as it requires a considerably longer time to produce the product, owing probably to the fact that if a workman is away for sickness, or any other cause, there is no one to take his place, and in shoe factories particularly, it ties up the entire organization.

Returns

"Frequently there is a complaint in regard to a pair of shoes which is returned to the manufacturer, postage of probably 18c to 10c paid, whereas if the retailer made the repair, this would be saved, also the time and labor if the manufacturer should have it to do.

"The retailer should understand, particularly during present conditions, that his end of the mercantile trade is to sell his product and not to spend a great deal of time criticizing the many small details which are absolutely impossible to be carried out during these times. Frequently if there is a slight defect somewhere, and, of course, taking into consideration it will not harm the wear or general appearance of the product, the point is to make the sale and not bring to the attention of the consumer, opportunities to point out these slight defects."

The Retailer as Seen by the Traveller

Constructive Criticism is Better than Candid Cussing—It is in the Former Spirit that the Following Remarks Have Been Put into Black and White by a Roadman

IT is surprising to note that in many towns and even in cities and their suburbs, so many retailers in footwear commence business with such a scarcity of practical knowledge of the trade. Their business education has been very limited, perhaps confined to coal dealing, farming, barber, carpentry, iron worker, etc., etc. Some have capital, others very little, but, knowing that John Jones is doing a nice shoe business, they feel that they too will try their luck and so either buy a business or commence a new one. Real successes are few under such conditions, although, mind you, we know there are some who have succeeded—but the percentage is small. The majority do not, for obvious reasons. They are not shoe-men. They know a button shoe from a lace, but that's about all.

Now having decided, Mr. Merchant, you buy your stock in trade from your predecessor at "so much off the dollar." Stock has been taken with the help of one of the travellers representing one of the houses previously dealt with, and so you launch upon your venture. The traveller upon taking stock finds that you require certain sizes to make up the different lines that he thinks will sell, and will forward these along. Then he hopes later to book his fall or spring order, suggests different improvements to your store, helps you in every kind of way, educates you in the general principles of buying and leaves you to work out your own salvation—until he is around again. Very soon you begin to think you have "learned it all" and as other travellers come along showing you their different values—"real live wires"—you become educated by comparison and possibly buy. Your sales may or may not increase, but you find your stock gradually

growing larger—also your bills. You decide, say, to put on a sale. After it is over you find you are left with quantities of large and small sizes, more than you realize, but you must have stock to sell, so you buy again from another traveller. How do you buy? Do you take a regular, systematic stock of every line? Not very often. You buy from your regular firms again, regular sizes. This is a great mistake because you will find yourself soon in a worse position than before.

You don't trouble about stock-keeping; you leave that for some other merchant who has more sense



Respectful! Why he's only a traveller, and you literally kick him out

than yourself. You begin to feel disgusted and neglect your store. It doesn't seem to make much difference for a time and your store begins to run itself. So it does—it runs itself out and yourself too. Then you either sell out the best way you can, or at "so much off" the dollar.

Business Tonics.

To almost every disease there is a remedy, particularly if it is taken in time, and your confidence or trust placed in the man who specializes in your trouble. In the shoe business the remedy is near at hand. Be-

gin by buying carefully, watching your stock, taking stock of your principal lines every week and testing your sales. Do not buy cheap, trashy goods which are ruinous to anybody. Keep your store clean and tidy. Dust your cartons. Keep your polishes together; your laces straight instead of jumbled up. Change and dress your windows frequently. Have a few chairs for your customers to sit upon that are not covered with odd shoes. Do not sell for too large a profit and don't boast of your profit last week because you really don't know how much you made. Don't be overbearing or bullheaded. Try to speak better English and



A kindly greeting will not hurt you. Also you will be improving your own disposition

cleaner words. It's a rarity in some districts—maybe yours. Read your trade papers and follow advice that you will find from time to time in them. You cannot know too much of the article you are selling and trying to make a living out of. Trust the traveller a little more; he will help you conscientiously all he can. You owe him some consideration—more than you have any idea. Just think this over and perhaps you will be more respectful to him when next he comes around.

Respectful? Why he's only a traveller! This is often what comes into your mind. You imagine that we are used to it and that nothing will hurt our hardened hearts. Just here let me tell you that they are the finest lot of fellows in any branch of life that you can name on this continent. They naturally become students of human nature and make allowances for defects seen as they come into contact with you. We have our faults, too; none of us are free from them.

This being respectful to travellers is what a lot of you do not understand—you treat some just as if they were going to rob you, particularly upon their first visit to your store. Just imagine some of the new beginners calling upon you and being chilled through and through by your address. Some merchants are so very busy when the traveller calls up-



There are some really fine business men that are a pleasure to visit

on them that they remind one of a bee looking around for a flower—a rarity from which to extract its honey. A kindly greeting will not hurt you and make a traveller feel that life holds something bigger and better than the unkindly gruff way and address that he receives from you. Also please remember that this gruff, uncouth manner becomes a habit and part of your nature; and most certainly will affect your business. Your customers will undoubtedly appreciate your polite consideration, and you will be doing some-

thing towards helping to build up in your district a more considerate feeling that is lacking throughout your province.

Some Exceptions.

There are some real fine business gentlemen that are well known to all travellers. They are a pleasure to visit. They study events of the day—not only war, but commerce, improvements of the mind, and so on, and when we leave them, either with or without an order, we feel a little better for the meeting.

Yes, this is a fact. I have in mind several business men who will do all they can to make our lot a little easier than it is, making one forget the disappointments of life. There are the other kind of merchants who do not care what they say or do. All they can think of is making a dollar, or in the slang term, imagine everybody is "trying to put it over them," so "they get in first." Which is the most valuable to the country?

I have visited many merchants having a very large area and have been struck with the number of firms that seem to be represented on their shelves—perhaps a dozen pairs of a line of one manufacturer, and so on. To my mind, you are making a mistake. You cannot get the best service because you buy such small quantities from each manufacturer. Your sizes will soon be all wrong and your stock poor, whereas if you bought more quantities and fewer lines you would be better in many ways.

Never give a traveller an order "just to get rid of him" and then cancel it afterwards. It's a dirty, mean,



Was entertained at lunch, placed a big order and then cancelled it by letter without explanation

contemptible trick. If, after having given an order, you are afraid it's more than you can very well manage, cut it down a line or two and write regretfully to the firm.

How Not to Do It

The other day a supposed business man in a large city was invited to look at a certain set of samples. He went to the sample rooms, was in a considerable time and boastfully told the traveller how he started three years ago—didn't know a thing about shoes, and so on; used to work at a certain trade; placed his order for several hundred dollars; was entertained by the traveller to lunch and left apparently well satisfied with himself and his actions. A week passed and the traveller was surprised to receive a letter from his firm enclosing a letter of cancellation they had received from this fine example of pomposity. A fine business man! He had not included a word as to reason—couldn't find any. Now this kind of man should read this article—it may do him good. It is too bad that under the present conditions people should waste time and money. He certainly did.

I have said previously that you cannot know too much of the goods you are to sell. It's true. Now take this example, which happened a few days ago in my hearing. I happened to be in the store waiting for sizes to be given to me. A man and his wife came

in for a pair of brown boots for lighter wear. The proprietor reached down a pair at \$8.00 and one at \$7.50. The \$7.50 one seemed to suit the customer, but the price was 50 cents too much. He said he could get a pair at \$7 down the street; same sole, and so on. The proprietor calmly said: "Well you see I can sell you one at that price but it's side stock" There was a moment's silence and then the man's wife, being of an

enquiring turn of mind, asked: "What's side stock?" If you could only have heard the proprietor twisting around for a suitable story and his subsequent explanation—it would have troubled you to remember it all.

And now, Mr. Merchant, I sincerely trust that when next we meet you will have carried out some of the suggestions mentioned and that your business will become more prosperous and yourself happier.

The Retailer as Seen by the Customer

An "Average Customer" Explains Some of the Things that Attract, and Some that do Not—Importance of Proper Fitting and Attractive Service Emphasized

WHAT every customer wants from the retailer is value—value in goods and value in service. Some place the most emphasis on the price of the goods, and it is needless to state that if people know of a store where they can get better goods for less money, they'll go there—in crowds—even though they have to put up with a good deal of inconvenience. Others are more particular about the service. Of course the combination of the two is the ideal and in many cases the goods cannot be satisfactory without the service.

But if the retailer has got good value, people expect that he should let them know about it. They look for ads.—a great many of them—before they make purchases. It is trite to say that advertising draws trade. Everybody to-day realizes the benefit of advertising. But it must be backed by goods. Few people are going to be stung twice—in the same store. The day of lurid and exaggerated advertising is past. No longer does the characteristic representation of a genial gentleman with a pitchfork, or similar implement, heaving a load of collars, or shoes, at the passing crowd, excite any enthusiasm. On the contrary, if it attracts any attention whatever from the common-sense man on the street, it merely disgusts or amuses him. Some stores may thrive on this kind of thing, but how they do it is a riddle.

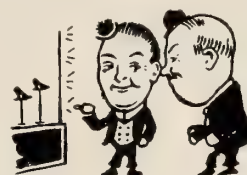
Just what kind of an ad. attracts the public most is hard to say. But there are some that one will stop at and read involuntarily and, while others one will never see at all. Some don't look readable and others do—perhaps that's the secret.

Anyhow, advertising is one of the four things that bring people to a store. The other three are: value received previously, a recommendation from a friend, attractive appearance. Now the average individual, when he once gets real value, has enough common-sense to go back to the same store, and enough good nature to do the retailer and his own friends a good turn by sending them there too.

The Store's Appearance.

As to the general appearance of the store—that's all-important. No one wants to do business in a dirty and untidy shop, if he can avoid it. Of course what strikes people first is the window display. They take a good look at it before making any closer acquaintance with the store, since they want to know as far as possible what kind of a store it is and what class of goods it has to offer before they enter. Speaking personally, I may say that before purchasing a pair of boots I have taken the opportunity to walk around the section of

the city in which the greater number of shoe stores were located and study their window displays in order to discover the store which appealed to me most and which appeared to carry goods of the price and quality that suited me. There may not be many people who go as far as that, but the retailer can rest assured that the average new customer studies every pair of shoes in the window and observes very carefully the general appearance of the store before he enters. And here is a suggestion—It is well, at least in the case of such merchandize as wearing apparel, to mark the price of your goods; the majority of customers, having a limited amount of cash to spend, like to know about how much you are charging for goods of a certain quality, without waiting till they are fitted on. As a rule they don't want to waste time going from one store to another, and besides, a customer is often afraid he may be placed in a position where he is practically



Many buyers study the window displays before deciding where they will purchase

obliged, in consideration of the retailer's efforts to please him, to make a purchase, even though the price may be just a little higher than he had intended to give, or the goods not just of the quality he wanted. So he wants to go to a store in the first instance where he can get what suits him at a price that suits him—as nearly as possible.

It is regrettable that a store that is attractive on the outside is not always satisfactory when one gets inside. Alas, those "salesmen"! Recalling my hunt for a good-looking store, well I picked a peach, and having entered hopefully, was approached by a salesman, who most courteously enquired as to my needs. I told him "comfort" was the word. He guaranteed it, and when he produced a pair of boots which were o.k. for style and which he said couldn't fit me better, I believed him. So I left the store minus considerable cash and plus a pair of boots which proved the best corn-growers I ever had and are still little the worse for wear though it's a considerable time since they were bought.

Now, why can't shoe salesmen be taught to fit a pair of shoes to a customer's feet. It should be their

main qualification and it's a qualification few of them possess. The responsibility for the fit of a boot should rest with the salesman, not with the customer, just as the responsibility for the fit of a suit rests with the tailor. Personally I never know whether a pair of boots fits me until I've worn them for a few weeks, and by that time they're raising corns or showing lay-bogs. If they hurt me, of course I lay the blame at the door of the man who sold them to me, and every time they pinch they act as a reminder not to visit his store again.

Sometimes a customer knows exactly what he wants and then it's up to the salesman to pay courteous attention, and to be able to produce the article if he's got it in stock. If he hasn't got it, there's no use in trying to tell the customer that that particular article is not what he wants, nor is it good policy to innocently bring along something different in the hope that the customer will think it is what he asked for.

It is annoying to have to deal with a salesman who doesn't know what's in stock and what isn't, who smothers one with footwear of every shape and sort except just what is wanted, asking "Jim" where this is to be got and "Harry" where that's to be got—until the customer begins to perspire with impatience and the salesman with much lifting and laying of merchandize.

Of course there's a whole lot to be said for the man who is courteous and trying to do his best, but if he's new to the job, why not give him a thorough store education before he starts serving customers? The writer has found it a good idea to keep his eye open for a capable-looking salesman, and avoid the raw-looking ones if possible. In sizing a sales' clerk up, his clothes make a big impression—some are foppish and sleek, and others are shabby; neither type appeals to the writer. The right kind of salesman is well-dressed and businesslike, but doesn't overpower one with the elegance of his apparel. If one is buying footwear it is quite natural to judge the salesman to some extent by the boots he is wearing. The man who wants a comfortable, sensible pair of boots, doesn't care to be served by a clerk with a pair of fancy-topped torpedoes on his feet; he won't place much faith on his judgment.

However, the salesman's manners are still more important than his clothes. Quiet courtesy is appreciated by everybody; familiarity or profuseness, by very few, and impertinence, by no one. The clerk who is supercilious or politely sarcastic is particularly galling. I recall hearing the experience of a lady who went to buy a pair of shoes in one of the largest footwear stores in a big city. She knew the kind of shoes she wanted, but the clerk thought he knew better and tried to sell her a pair that didn't suit her. When she told him they didn't, he said, "Well, Madam, I'm afraid it would be necessary for you to go to the city to get what you want; they couldn't be bought in a small place like this." Of course, here was another customer offended, and never likely to set her foot in the store again.

Inattentiveness is another unpardonable sin in a salesman, and quite a common one. I might mention a case in point. I went to a store, supposed to be a

high-class one—the same one, by the way, which is mentioned above—there to purchase a pair of shoes. The clerk asked me "What size?" and I intimated that it was the fit, not the size, that counted, whereupon he produced his measuring device. I had a fancy for a military type of shoe and told him so, but when he went to the shelves he brought back a pair of black boots with club toes, and then left me in order to attend to other customers. Of course there was nothing to do but lace on my own boots again and seek my requirements elsewhere. Business was rushing in the store at the time, but just the same I felt I was pretty badly treated.

Do Not Force Sales.

From the customer's viewpoint, the too-ardent salesman, on the other hand, is not to be desired. The forcing of sales is an iniquitous policy. No one wants to be talked into buying what he doesn't want. But some salesmen are overwhelming; they actually seem to be buying the goods for one, instead of selling them to him, and bow him out of the store with a parcel under his arm before he gets over the effects of the gas. Of course, if the goods aren't right, the customer will never revisit that store.

There's another abnoxious type of salesman—the slippery sort that arouses one's suspicions. Every article he shows you possesses the seven virtues, and if you show a slight preference for any particular one, he almost goes into raptures over it. Most customers allow a salesman a little latitude in singing the praises of his goods; they leave room for slight exaggeration, but there's a limit which must not be overstepped. When the average intelligent man finds himself dealing with a salesman who is obviously insincere, he is so disgusted and antagonized that he finds it difficult to make a purchase from him, even though the article is what he requires.

The writer has dwelt more on the faults of salesmen than on their merits—possibly because the poor ones are a great deal more numerous than the good ones. A real salesman, who is courteous, alert and knows his goods thoroughly, is something to be remembered. Alertness is a big asset. I recall making a purchase in a seed merchant's store. The salesman who served me could answer my questions, and did it politely, he knew where everything was and could lay his finger on it without delay, and in making up a parcel he was a regular sleight-of-hand artist. I was fascinated with the speed with which he did it; everyone likes to see a man who can do something just a little better than anybody else. A salesman of this type is rare, however, and happy is the store proprietor who finds him.

There is another quality in store service which everybody appreciates—that is, the disposition to oblige. The store which is always ready to take care of complaints and to make good faulty articles, which seems anxious to do customers a good turn, and is quick to direct them to another store for goods it doesn't carry, will make friends. And a reputation for being obliging, coupled with a reputation for fair dealing, is an invaluable asset to every business concern, but more particularly, perhaps, to the retail storekeeper.

Your biggest profits come from selling "service." It costs you nothing.

The Retailer As Seen by One of Themselves

A Man's Opinion of Himself Is, After All, Most Likely To Be Correct, Because He Has "Inside Information"—It's a Poor Policy To Be Blind To Our Own Faults

By Mr. Warren T. Fegan

IT is easy enough to criticize others, but quite a different matter when you attempt to find fault with yourself. However, it is sometimes good for us to sit down alone with ourselves and honestly endeavor to set aside our personal feelings for the time being in an endeavor to see ourselves as others see us. In what I am going to say to my fellow retailers I want you to remember that I, too, am a retailer, and, so, one of those to whom I am addressing a few words out of my experience of many years in the trade.

The first question I am going to cover in the matter of other retailers, as I see them, is that of paying salaries. I know it is a ticklish subject, but also I am of the opinion that

75 per cent. of the shoe merchants do not pay a consistent wage

until practically compelled to. I am not speaking now of the present, as these are not normal times in respect to help of any kind. But when conditions were normal and one could easily secure assistants it seemed to be the general idea to pay as little as possible in order to retain their services, regardless of the returns secured from their efforts. Our aim should be to provide an incentive for employees to do their utmost and that presupposes adequate remuneration. We, as retailers, analyze their ability, honesty, habits, associations and dispositions and, as a consequence, know their worth. Do we pay them accordingly?

The Placing of Orders

I do not believe sufficient care is exercised by shoe retailers in placing their orders.

Many of us have conflicting lines; many, in our haste to supply the extreme styles or novelties, fail to realize that the great bulk of any business demands styles that are already established. Upon placing orders we are justified, I think, in securing from the manufacturer or wholesaler liberal post-datings, as it is advantageous to both. The manufacturer is helped in judging his capacity, and his plant is being operated at nearly full pressure during what otherwise would be a dull season. He also saves storage space and insurance while the retailer may be able to sell a great many of the shoes so bought, which gives him a better opportunity of determining the styles likely to be most in demand. Best of all, no financial burden is incurred.

Concentration in Buying

Fully 90 per cent. of all shoe retailers buy from too many sources.

By concentration in purchasing we could secure better service from the manufacturer or wholesaler; better terms of credit, and, in the event of financial embarrassment, arrangements could better be made than if one were buying from every available source. Concentrated buying might often save the business from bankruptcy.

As retailers, we do not co-operate as we should.

We stand aloof from each other, scarcely knowing why. Possibly we think the other fellow may gain some ideas from us, but that is the delusion of a nar-

row, wizzened brain. Much benefit could be derived by all. To act against one another is contrary to nature. We are made for co-operation, like feet; like hands. Let's get into closer relationship and put into it our hopes and fears, our smiles and tears and, in the long run, contribute something toward the "brotherhood of man."

Enthusiasm.

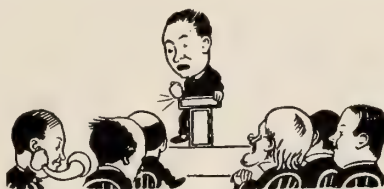
Scores of retailers are not enthusiastic over their businesses and their only object in being in business is the money they derive from it.

Enthusiasm cannot be compared with money. The enthusiast convinces and dominates where wealth would scarcely raise a tremor of interest. Carry it in your attitude and manner and watch its spread in your business.

Leaders

Why is it we have no shoe retailers amongst the outstanding public men of to-day?

Is it because we are so engrossed in the accumulation of wealth that we do not hear the call of the masses? We, as retailers, should interest ourselves in public affairs. There is no happiness in mere dol-



We, as retailers, should interest ourselves in public affairs

lars. After they are acquired one can use but a moderate amount of them. We can eat so much; wear so much; sleep so much and more we cannot have. When money has supplied these, its mission is done so far as the individual is concerned. It is only in public affairs that men are enabled to do the greatest good in developing their powers in order that they may be of greater service to humanity.

Initiative

The great majority of retailers lack initiative.

We seem to wait to see what the other fellow is going to do first. In several meetings of retailers I have noticed so many sit back during a discussion of something vital to their business and allow three or four to do the talking and, if a vote is taken, rather than give expression to their actual beliefs, are swayed by some one having the gift of speech and vote invariably with the majority. We need to be bolstered up with a great deal of self-reliance and courage. We are human and our race is divided into two classes—those who go ahead and do things, and those who sit and enquire: "Why wasn't it done some other way?"

Our Salespeople

Most of us, I fear, have failed to grasp the fact that we derive a great deal from the efforts of our salespeople.

We demand satisfied customers and that means

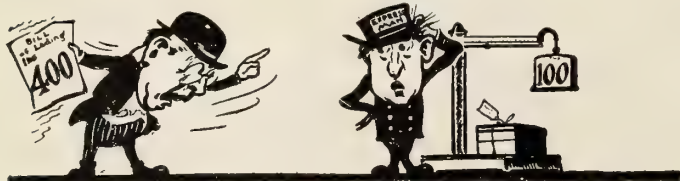
they must ever be waited on by congenial salesmen. Those that are kept in your employ naturally have many customers who look to them personally for service and advice—thereby lessening the need of constant, personal supervision by the merchant, himself.

We Don't Watch the Nickels and Dimes Closely Enough

TALKING on the same subject another successful retailer was strongly of the opinion that fellow-retailers conduct their businesses on altogether too loose principles and methods. Twenty-five years ago his banker had given him the advice that to be a success a merchant must look carefully after the nickels and ten cent pieces. He had taken the financial man's advice, and, in spite of occasional hard times, competition, and so on, had made a success of his business.

"Suppose," he went on, "a merchant was to go down to his basement and find a dollar bill lying on the floor. Would he let it lay there? Or would he pick it up and put it in his pocket, where it rightly belongs? Yet, in almost every retail shoe store there is stock—representing dollar bills—scattered around carelessly and in forgotten places—stock that could be turned into dollar bills and put to better uses.

"I know a man must have a pretty level head to be able to watch the nickels and dimes and even coppers continually, but by doing so a retailer soon puts himself in a position of financial security. Competition



The banker said, "Watch the nickels and dimes. Here's one way of doing it"

and occasional hard times do not take the heart out of him as they would otherwise. He is in a more secure position; the storms of adversity bother him but little.

"Too often I have noticed retailers leave their businesses to run themselves—this happens both when business is bad and also when business has been good. The two extremes are fatal to the retailer who does not possess an even balance.

"From observation I have noticed that we retailers are particularly lax in all matters pertaining to stock-keeping and book-keeping. The plan I have used is to balance my books at the end of each day. Every evening I must know how much profit has been made and how much has been taken in. My endeavor is always to have the amount of profit greater than the amount paid out in expenses. Some days when I have large bills to pay this cannot be done, but at any rate I make it up during the next few days. The purpose is never lost sight of.

"I believe that in a great many shoe retailers' stores their goods are handled too carelessly. Every shoe should be treated as though it were a five or ten dollar bill. The careless handling and keeping of shoes is just another way of losing nickels and dimes.

"I do not think we associate sufficiently among ourselves to pick up new ideas and methods. Many of us

do not read our trade papers and make use of the ideas printed for their benefit. Some retailers are like doctors in the way they have of trying to keep 'professional' secrets to themselves. This is a very great mistake. We should all be willing to pass on advice and assistance, even though it has been acquired through years of painstaking toil. In this way only can we raise the standard of our calling.

"I believe in nine out of ten stores too little attention is paid to the matter of properly fitting shoes."

The retailer whose views are thus expressed has been about thirty years in the business, but did not want his name used because somebody might think he was posing as a "know-it-all," when, as a matter of fact he knew he had still many things to learn. One usually finds, however, that this is the attitude of successful men in all walks of life. The failures are those who stop learning after their first few years in business.

Hereditary Bunions

NO longer can the sarcastic and foot-weary individual proclaim to the world that the shoe retailer is the proprietor of a "bunion factory."

The latest authoritative information on the subject is a sweeping vindication for the shoemen of Canada. Bunions are not wished on the dear public by a lot of hard-hearted, mercenary footwear men. The truth is, they are hereditary. 'Fact!

Mr. H. Russell, proprietor of Russell's Shoe Store, Toronto, told us the other day that a woman came in and asked to see a pair of bunion shoes, stating that she often thought she ought to have a pair but thought they would be too ugly. So Mr. Russell proceeded to get her satisfactorily fitted, which, of course, is not difficult for him to do. About the middle of the sale another woman came in—one of that type, he said, who want to talk to everybody in sight. She took a seat close to the customer, and, after giving her the double O for a little while, remarked: "I see you're buying a pair of bunion shoes. Have you bunions?"

The customer was a trifle embarrassed, but answered pleasantly enough. Mr. Russell was alone in the store, and, thinking to stall the woman off from butting in too much, he went to the shelves and pulled down a shoe, which he handed to her with a request that she look it over and see how she liked it. But did she swerve from her subject? Not a bit of it! Bunions were what she started to talk about and bunions she continued to talk about. "Do you know," she went on, "bunions are hereditary? Now some people think they get them by wearing bad-fitting shoes, but that's all wrong. I've got bunions. I inherited them. My mother had a bunion on her left foot; my father had two bunions; my grandparents had bunions and my sister's got a bunion on each foot and two on her head!"

An Advertising Stunt

H. Grey Hodges, of Chatham, recently carried out a novel advertising stunt. On September 20th the first 100 boys coming to the store were given a red button bearing a number. In this 100 buttons were two duplicates. Three days later another 100 buttons were given out, these including four duplicate numbers. If one boy could find another wearing the same number it was only necessary for them both to call at the store to receive \$2 in trade free.

Examples of Fibre Soles on Heavy Shoes



Men's Cruising Pack, 10-inch
top, Extra Heavy 14 iron Fibre
Sole, Waterproof



Men's Russet Elk tip, Scout
Bal, Double Fibre Sole



Boy's Black Box Kip, also col-
ored leathers. Stitchdown.
Supplied with Fibre Sole



Captain E. Blouin, St. John Street, 45 St. John Street. Fifteen years divided between the military and shoe retailing.

Prominent Quebec City Shoe Retailers



Mr. J. Alex. Venet, Myrand & Poujolet, Shoe Department, Myrand & Poujolet.



Mr. A. A. Boivin, 380 John Street. Succeeded father, Mr. Alfred Boivin, who was 36 years in business in Quebec. High class trade.



Mr. Emile Larochelle, 246 St. Joseph. In partnership with his brother conducts Au Quincy Shoe Store.



Lieut. R. J. G. Gore, O.O.C.H., Mgr. Walk-Over Store, 10 St. John St. For some time with Walk Over Store in Montreal.



Mr. L. S. Deschenes, St. Joseph Street—has three stores and does a first-class trade. In the business for 25 years.



Mr. J. A. Larochelle, 246 St. Joseph, in partnership with his brother—Au Quincy Shoe Store—rapidly expanding business.



Mr. B. J. Leonard, of Leonard Bros., 48 St. John Street. Started with his brother 24 years ago. High-class trade.

Prominent Quebec City Shoe Retailers



Mr. J. Bilodeau, 45 Rue Sous-le-Fort (Louis Bilodeau, Engr.) Oldest business in Quebec; established 1850.



Mr. Wilfred Dubois, 779 St. Valier, succeeded his father 5 years ago—has been 9 years in the shoe business.



Mr. Joseph Pare, Mgr. Shoe Department, Syndicat de Quebec. Fifteen years in the shoe business—four in present position.



Mr. W. Bedard, 121 St. Joseph. Twenty years in the trade and does a good business.



Mr. J. Blouin, 262 St. Joseph, a beginner in retailing but with 12 years' experience in wholesale with G. H. Babin, Quebec.

Canadian Styles Combine Class and Quality



High Shoe
Admirably
Suited for all
Occasions



Oxfords will be worn more
than ever next spring



Made in variety of colors and
leathers



Popular walking boot, black
vici kid, 8 and 9 in., Louis heel

The Essentials of Knowing Your Business

An Address by Mr. F. W. Stewart, of Montreal, Before a Gathering of Merchants at the Recent Toronto Exhibition—Pointers on Figuring Profits

KNOWING your business means more than knowing the amount of money you take in every day, week or month; it means knowing what it costs you to do business; the correct methods to figure your profits and expenses; which goods are making and which losing money for you (by departmentalizing your store); the quantities of goods you should buy, based on previous sales; which clerks are making the most money for you; the advantage of submitting statements to your creditors after each inventory, certified by a chartered accountant.

These are the essential matters in connection with your business which you should know, if you are to be classified as a successful merchant.

The first point which I wish to emphasize is that credit in Canada, as dispensed to retail merchants, is too cheap.

Those merchants who have always paid 100 cents on the dollar and who are in a position to continue to do so, do not receive the protection from manufacturers and wholesalers in the dispensing of their credits, to which they are entitled.

Almost any man starting in business, no matter what his qualifications, may be can secure enough goods at any time to fill his store many times over, if he wishes to do so.

I have no objection to seeing young men starting in business for themselves. I am inclined to support them in their desire to do so, but before granting them credit, they should be in a position to demonstrate that

Boards of Trade, Chambers of Commerce, Retail Merchants Associations, Credit Men's Association, and others, to co-operate in the discussing of plans to submit to the Government, asking for legislation which will necessitate all persons desiring to enter into business for themselves, to qualify before being allowed to do so, by passing a simple examination before a District Trade Commission, appointed by the Government, or similar medium, to be decided upon.

Better Merchandizing Needed.

We must adopt business methods which will place retail merchandizing in Canada on a sound commercial basis, and which will prepare merchants to withstand extreme trading conditions, whenever they arise. Lawyers, doctors, dentists, engineers, and men entering professional careers, must pass examinations before being permitted to practice. I see no reason why such an examination, based upon sound business lines, should not be necessary where a man desires to take up retail merchandizing on his own account or any other branch of commercial life.

My experience of many years in discussing expenses and profits with retail merchants, both large and small, has demonstrated beyond question that at least 75 per cent. to 80 per cent. are unable to state what per cent. it is costing them to do business, and that they are figuring their profits incorrectly.

Almost invariably expenses are figured on sales and profits on invoice price.

This is where they fall, and it is for this reason that so many cannot understand why it is difficult for them to pay their bills, when they really believe they are making profits, whereas in most cases they are operating their business at a loss.

Some months ago while on a train, I entered into conversation with a stranger, a clean cut elderly man.

He was in Canada in the interests of large United States pulp industries.

During our talk we drifted to the subject of retail merchandizing, and the qualifications of a successful merchant, and finally he turned to me and said:

"I was once in business for myself as a retail clothier and furnisher. It was in Duluth. I was energetic and aggressive and believed I had more than average intelligence. I worked hard, my business grew, but at the end of each year I had not made any headway financially, but I would resolve to redouble my efforts and make a showing the next years.

"At the end of the fifth year my results were no better, and I decided I would close out my business and get into something else.

"That was many years ago and it was only recently that I discovered where I was making my mistake I was figuring my profits incorrectly.

"In a pamphlet on retail merchandising, issued by the Industrial Department, at Washington, I found that hats which I had been selling at \$2.50, had cost me \$3.10, by the time I had paid all my expenses. I didn't know. I should never have gone into business for



It was only recently I discovered I was figuring my profits wrongly

they are qualified to take charge and operate a business, and that they have sufficient capital to make a 33-1/3 per cent. or 50 per cent. cash payment against their first purchases.

Retail merchants who are well established and financially responsible for their purchases, must look to the credit departments of the firms from whom they are purchasing, to see that they receive the protection they are entitled to against the placing of bankrupt stocks on sale, purchased at 40c to 50c on the dollar, for the reason that credit was given to merchants who were not qualified to receive it, and who apparently from the beginning had very little prospect of succeeding. Statistics show that 90 per cent. of the failures of retail merchants are due to lack of knowledge of merchandizing on the part of the merchants.

I believe, therefore, that it is the duty of all commercial organizations throughout the country, such as

myself, because I lacked the knowledge necessary to make me a successful merchant."

The experience of this man is typical of a large per cent. of the merchants who are in business to-day.

Let me cite two other cases which have recently come to my attention.

A large city retail shoe merchant was visiting a general merchant in the country, and was being shown through his store.

When coming to the shoe department he asked "How is business in your shoe department?"



Eighty per cent. of all retailers are unable to say what it costs them to do business

The reply was "Fine. It is the best department I have in the store."

"What profit do you make on shoes?"

"50 per cent." said the country merchant.

Picking up a pair marked \$1.50, the city man asked, "What do you pay for these?"

"\$1.00."

Picking up another pair marked \$2.50, he asked, "And these?"

"\$2.00."

"And another pair marked \$4.50—"And these?"

"\$4.00."

The "merchant" had added 50c to the invoice price of all his shoes and figured he was making 50 per cent. profit.

A cutter in a tailoring department of a clothier, being paid \$20.00 per week, decided he would give up working for others and open up a tailoring establishment of his own. The first week he sold three suits at \$30.00 each, cut and made them and collected the money. He was more than gratified at the result of his first week in business on his own account.

"I have been working for years" he said, "for \$20.00 a week and the first week I am working for myself, I make \$90.00."

He immediately started to have a good time on his first week's "earnings."

A few weeks afterwards he was back cutting in his old department at \$18.00 a week.

These cases are extreme, but it shows the kind of opposition some merchants have in their towns.

Figuring Profits.

It is not difficult to figure expenses and profits, and I have prepared figures based on a business with a volume of sales of \$24,000.

The first fact which must be understood is that expenses and profits must be based on the same figures, either invoice price or sales.

Invariably cost of doing business is based on sales. It is much easier to figure your expenses of 6 or 12 months on half yearly or yearly sales, than on the invoice price of the goods which you sold during those periods. It would be necessary to keep record of the invoice price of every article sold, which would entail considerable clerical work in the average small business.

When figured on the sales, it is quite easy for any merchant to figure his per cent. cost of doing business, so long as he has knowledge of what his actual expenses are.

Having decided that figuring expenses on sales is correct and more convenient and easier to figure, than on invoice price, you must then be careful to figure your profits also **on sales, not on invoice price.**

If your expenses are 25 per cent. of your selling price, it would be equivalent to 33-1/3 per cent. of your invoice price.

If you sold an article for \$1.00 and your expenses are 25 per cent., it would cost you 25c to sell that article. That would leave a difference of 75c. If you add 33-1/3 per cent. to 75c, it totals \$1.00. You must keep in mind that 33-1/3 per cent. advance on invoice price is only equivalent to 25 per cent. of selling price, so that if you add 33-1/3 per cent. to invoice price and figure you are making 33-1/3 per cent. gross profit, you are wrong, all you are getting is 25 per cent., because remember we are figuring our expenses and profits **on sales.**

The following percentages are interesting and may help you in figuring your profits:

25 per cent. on invoice price equals 20 per cent. on sales.

33-1/3 per cent. on invoice price equals 25 per cent. on sales.

50 per cent. on invoice price equals 33-1/3 per cent. on sales.

100 per cent. on invoice price equals 50 per cent. on sales.

These figures show that if you buy an article for \$1.00 and sell it for \$2.00, your make a gross profit of 50 per cent.

Do not forget we are figuring profits on sales. The sale price of the article is \$2.00, your gross profit or advance on invoice price is \$1.00, which is 50 per cent. of \$2.00, your selling price. Your gross profit therefore is 50 per cent.

A simple method to ascertain the gross per cent. of profit which you are making on any article is as follows:—

Subtract the invoice from the selling price, add two zeros to the difference and divide it by the selling price, adding 2 additional zeros if necessary to obtain fractions of 1 per cent. Example:

Selling price\$6.00
Invoice price 4.00

\$2.00 33-1/3 per cent of selling price or 50 per cent. on invoice price.

There is more money in working your business than in working your customers.

Add two zeros and divide
difference by selling price
(2 additional zeros to ob-
tain fraction of 1 per cent.)

600)2000000(3333% =	
1800	33-1/3%
2000	
1800	
2000	
1800	
2000	
1800	

Your expenses are 25 per cent. of selling price, the difference between 25 per cent. and 33-1/3=8-1/3 per cent., is your net profit.

You cannot go wrong if you use this system for figuring profits.

If you wish to obtain a certain fixed gross profit, use the following system:—

Deduct the desired gross profit, say 33-1/3 per cent. (of selling price) from 100 per cent., and divide difference, 66-2/3 per cent., into invoice price, this will give you the price at which to sell, to allow a gross profit of 33-1/3 per cent. (of selling price.)

Example:

Gross profit desired 33-1/3 per cent. (of selling price, equal to 50 per cent. advance on invoice price.)

Cost of article \$4.00.

Divide by 66-2/3 per cent. (100 per cent. less 33-1/3 per cent.)

\$4.00, adding 2 zeros is divided by 66.66, which equals 6.00. \$6.00 is your selling price.

Article cost \$4.00. Sell at 6.00. Difference, \$2.00, is 33-1/3 per cent. of \$6.00.

You should know the per cent. of cost of selling of your pay roll, rent, etc., so that you can endeavor to reduce the per cent. expenses each year. That is one of the satisfactory features of merchandizing. It also shows you the items of expense which are too high and allows you to make efforts to reduce them. It helps you to stop the leaks.

For the average retail business, I would classify expenses as follows, in giving amount of and per cent. of each expense.

These will vary with different classes of business, and are only approximate, but they will serve the purpose of explaining this very important feature in connection with knowing your business.

Per cent. Cost of Business of \$24,000.

Rent	\$ 960.	4%
Pay roll	2,880.	12
Advertising ..	240.	1
Freight and Express ..	480.	2
Light, Heat and Insurance	240.	1
Depreciation	240.	1
General—		
Stationery, Paper, Twine, Delivery, etc.	720.	3
Interest	240.	1
	\$6,000	25%

50 per cent. advance on invoice or purchase price of merchandize.

Purchased for ...\$16,000
is 8,000
\$24,000

equal to 33-1/3 per cent.
of selling price.

Invoice price of goods purchased \$16,000
Expenses 6,000

\$22,000.

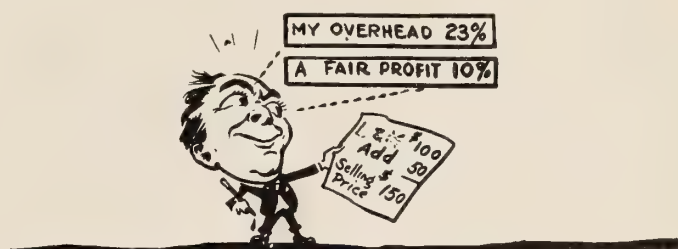
Net profit 2,000= to 8-1/3%

Volume\$24,000.

Brief Pointers.

If you own your store, you are entitled to pay yourself rental. If you did not occupy it yourself, you would be receiving rent from someone else.

Do not forget to charge your own salary, or drawings, to pay roll. This applies also to any of your



If your Gross Profit is to be 33 1/3 per cent. you must add 50 per cent. to invoice price

family who may be working in the store. If you did not employ them, it would be necessary to engage other help.

You are entitled to 7 per cent. interest on the money you have invested in the business.

Do not overlook writing an adequate per cent. off your fixtures every year.

Your purchases for 1 year are \$16,000. which you sell for \$24,000., an advance of 50 per cent. on invoice price and showing a gross profit of 33-1/3 per cent on sales, or \$8,000. You pay \$16,000. for merchandize to which you add \$6,000. cost of doing business=\$22,000., which gives your total cost. That leaves \$2,000. as your net profit, which amounts to 8-1/3 per cent. on your volume or total sales.

If your profit is to come out of the selling price, it is plain that profit percentages must be figured on the selling price. You don't make a profit on your cost, but on the money you take in. Do not forget that.

The secrets of successful merchandizing are knowledge of figuring costs and profits; service; quality of merchandize and advertising.

If your margin of profit is not sufficient to cover expenses and give you a fair net profit, your must increase your volume without increasing your expenses, or increase your margin for profit, or decrease your expenses.

Taking cash discounts means added profits. An average of 3 per cent. on purchases of \$16,000. means \$480.

Analyse your sales and be sure that too much mer-

Sell quality merchandise and master correct merchandising methods.

chandize is not being sold at a close margin. Your profits and expense come out of your selling price, not your invoice price.

You cannot make a profit until the article is sold.

See that your annual statement shows your actual position. Do not adjust the figures to make you believe you have made a profit when you have made a loss. Face the facts and see that conditions are remedied, so as to permit of a satisfactory showing in future.

Keep pace with changing conditions. Read your trade journals. They contain much information by experts, of vital interest to all retailers.

Do not try to keep the details of your business in your head. Keep proper records. You cannot afford to forget or do any guessing.

You must know the facts.

Your business must be properly systematized, so that you will know which departments are paying you and which are losing money.

You must know which articles are the dead ones; what expenses are climbing up; what clerks are producing the most profitable business for you.

If you are in touch with all these details and your expenses are not too large for your volume, you will not have to lay awake nights worrying about paying your bills.

Keeping books is necessary for two reasons: first to show how your business is getting along—the progress of your business—and second, how much your business is worth—the actual conditions of your business.

Merchants should make a practice of going over their stocks at least once every two weeks.

System is only one of the investments of success, and the information it gives should be used to the best effect.

The oftener you buy and sell, the more money you make, provided you sell frequently enough not to require an additional investment.

Place the goods which sell most frequently in the most convenient places on the shelves. It allows you to make the most sales at the least expense.

Being business-like, is an asset that a retail merchant cannot value too highly. Give prompt attention to correspondence and to bills when due.

Advertising is a force in creating demand. See that your copy is of the pulling kind. It pays to give it careful thought and study.

Keeping your stock down and your sales up, without increasing your expenses in proportion to your increased sales, is what makes for maximum profits.

You can't pay bills on imaginary profits; the sales must be made and cash received before you can remit for goods purchased.

Watch for leaks; avoid overbuying and always keep planning for increased business.

When you place your orders for future delivery, do so intelligently, based on previous sales.

Do not buy automobiles with the extra profits so that you will have a reserve to fall back on during periods of depression.

Modern merchandising means getting face to face with your competitors and the people from whom you are purchasing goods. Promote community work in your town.

Good will is something which cannot be created in twelve months. It is the result of a reputation for fair dealing, service and good merchandise at fair prices, covering a period of many years.

Inventory your stock at its proper valuation. Do not inventory goods at invoice price, if they are worth only half what you paid for them.

I will conclude my talk to you by recommending that you give every consideration to the man who calls upon you to sell you goods. Do not make appointments unless you intend to keep them. Remember that the goods which salesmen have to sell are what keeps you in business. Realize that his time matches yours. If he is to be successful as a salesman, he must cover his territory without loss of time. Help him to do this and you will be carrying out one of the essentials of a progressive and respected merchant.

Keep in mind that well-known manufacturers and wholesalers always endeavor to give you 100 cents worth of goods for a dollar. It is only by methods of this kind that large successful companies can be built up. Do not work along the lines that the firms from whom you are purchasing are trying to match their wits against yours, to take advantage of you. Have confidence in the men you are dealing with, and you will be broader as a man, stronger as a merchant, and you will be doing your part in the commercial life of your community and of our country.

Montreal Reports Business Booming

Business is booming with the shoe manufacturers. Montreal firms report that orders are coming in at a very rapid rate, and that some have had to be turned down, particularly those of the rush description. Prices for some sorting lines have already advanced, and the lists for spring goods show an appreciable rise over those of last year. Reports from Ontario shoe centres also speak of the large volume of orders. Some orders which have hitherto gone to the States are now being placed in Canada. The main difficulty which is facing manufacturers is the labor situation, and owing to the scarcity of help it is probable that orders will not be filled on time. As one manufacturer put it: "There is a tendency to accept business up to the capacities of the factories, but it is certain that interruptions, due to many causes, will take place, and the retailers must look for delay in receiving shipments."

In a machine shop window on West King Street, Toronto, there was recently a display of "steel mocasins," the product of some inventor who, a card stated, had applied for a patent. They are in design very similar to women's toe rubbeers—simply a flat piece of steel, shaped to fit the sole and fastening over the heel by means of a fabric strap. The toe is curved up to fit the toe cap of a shoe. The price marked was \$1.35 a pair.

Human nature has not changed with the centuries—but merchandising methods have.

Further Regulations By U.S. War Industries Board

Final Official Rules, Dated October 2—Supplementary to the order of June 29, limiting colors—Maximum Price Now Fixed at \$12.00—Retailers Pledged to Observe Requirements.

THE War Industries Board of the United States have just issued a second, official supplement to the shoe style regulations, dated June 29, printed in a previous issue of "Footwear," in which it is provided that no shoes shall be retailed at a price exceeding \$12. Some of the principal features of the added regulations are: All shoes to be stamped with a serial number; retailers must display Government card; pledges exacted; regulations effect women's shoes chiefly; all shoes divided into four classes; minimum and maximum prices fixed for each class; no price limit on present stocks.

It has been announced that the retailers will be allowed until June 1, 1919, to dispose of their stocks of shoes retailing at prices over \$12.00 and that manufacturers who have taken orders prior to October 15 may fill them according to sample. Following is the official programme, dated October 2, which as before stated, is additional to the schedule of previous date, applying to goods for spring delivery:

War Industries Board's Letter to Trade

Shoe manufacturers, shoe wholesalers, shoe retailers and representatives of the Tanners' Council have suggested to the Hide and Leather Division of the War Industries Board that it would be practicable to institute further methods of conservation in the manufacture of shoes for the spring season of 1919. These suggested methods of conservation are to be in addition to those which were issued in the "schedule for shoe manufacturers," bearing date of June 29, 1918.

This division welcomes this further co-operation from the industry in order to make additional savings and we have, therefore, adopted these suggestions.

In the spirit of the general plan for conservation, tanners, shoe manufacturers, shoe wholesalers and shoe retailers should co-operate to at once adjust their business to the provisions of this schedule.

The New Regulations.

Amendments and additions to the "schedule for shoe manufacturers" dated June 29, 1918.

No. 1—The "schedule for shoe manufacturers" issued under date of June 29th, 1918, applying to the spring season of 1919, remains in force, as well as all of the rulings made by this section relative thereto.

No. 2—These amendments and additions are to become effective on all orders booked after October 15th, 1918.

No. 3—These amendments and additions, as well as the "schedule for shoe manufacturers," bearing date of June 29th, 1918, apply to all civilian shoes for domestic trade, but do not apply to shoes for export.

No. 4—Tanners and fabric manufacturers will immediately discontinue the manufacture of leather and fabrics which are eliminated. All finished stocks of leather and fabrics, eliminated in the schedule which follows, that may be in the hands of tanners, fabric manufacturers or shoe manufacturers, or stocks in the process of manufacture, may be manufactured into shoes and such shoes may be sold by manufacturers, wholesalers and retailers in the ordinary course of business.

No. 5—The leather and fabrics referred to in the preceding paragraph (No. 4) includes only the leather and fabrics which are eliminated by these amendments and additions, and does not include the leather and fabrics which were eliminated in the "schedule for shoe manufacturers," bearing date of June 29, 1918, namely, light gray, pearl, smoke, natural chrome, various colors of tan, etc.

Regulations as to Lasts

The following apply to all shoes:

No. 6—Lasts:

Each manufacturer should confine himself to the lasts now in use in each of his individual factories and not introduce, use or purchase any new style lasts for the fall season or 1919. (See also the paragraph under caption "Lasts" in the schedule for shoe manufacturers dated June 29, 1918.) By application to the War Industries Board, however, manufacturers may be permitted to change a bootlast to a low cut last (oxford, pump or slipper) provided they do not alter the style or character of the toe, or the shape of bottom.

Trimmings and Two-Tone Effects Eliminated

No. 7—Pull Straps

Pull straps should be eliminated on all shoes except congress and unlined work shoes.

No. 8—Top Bands and Labels

All top bands with name or design woven in and all sewed in labels should be eliminated.

No. 9—Window Samples.

The manufacture of display or window samples should be discontinued.

No. 10—Two-Tone Effects.

All two-tone effects or contrasting colors, including black and white, in all shoes or either leather or fabrics should be discontinued.

No. 11—Materials of Wool.

All fabrics of pure wool should be eliminated as soon as the present stocks on hand, or on order, have been used in the ordinary course of business.

No. 12—Ornaments, Decorations and Beading.

All ornaments, decorations and beading on boots, oxfords, pumps and slippers should be eliminated. However, bows made of leather or fabrics, or slides covered with leather or fabric may be used.

New Regulations for Women's and Misses' Shoes

The following apply to women's and misses' shoes:

No. 13—Boots and Shoes

When the word "shoes" is used it includes boots, oxfords, pumps and slippers. When the word "boots" is used it does not include oxfords, pumps and slippers.

No. 14—Satin Boots

The manufacture of satin boots should be discontinued.

No. 15—Turn Boots

The manufacture of turn boots, except black comfort boots of medium or broad toe with heel not exceeding twelve-eighths (12/8) inches should be discontinued.

No. 16—Button Boots

The manufacture of button boots and button oxfords for women and misses should be discontinued except a woman's

and misses' black comfort, or staple button boot or medium or broad toe.

No. 17—Heels

The maximum height of heels, either of wood or leather, on all women's and misses' shoes should not exceed seven-eighths (17/8 inches) measured at the breast of the finished heel.

No. 18—Louis Heel.

All Louis heels of wood with split solebreasts, or leather Louis heel effects with split sole breasts, or imitation Louis breasts should be eliminated on women's and misses' boots.

Color and Leathers Permitted for Women's and Misses' High and Low Shoes

No. 19—Colors and Leathers for Boots

All women's and misses' boots, both leather and fabric, including the outside facings and trimmings, should be restricted to black, dark brown (the color recently adopted) and white, the white leather to be in buck and side buck only. Patent leather should not be used in women's boots.

No. 20—Colors and Leather for all Low Shoes

All women's and misses' low shoes, both leather and fabric, including the outside facings and trimmings, should be restricted to black, a dark brown (the color recently adopted) and white, the white leathers to be confined to calf, kid, cabretta, buck and side buck. Patent leather may be used in women's and misses' low shoes, but only in black.

No. 21—Colors for Evening Slippers

Color restrictions do not apply to evening or house slippers, or baby shoes, when these are made of fabrics. Bronze leather may be used in evening slippers.

New Regulations for Men's Shoes.

The following apply to men's shoes:

No. 22—Colors and Leathers

All men's shoes, both leather and fabric, including outside facings and trimmings, should be restricted to black, a dark brown (the color recently adopted); and white, the white leathers to be confined to buck and side buck. Men's work or service shoes should be restricted to black and a dark brown (the color recently adopted). Patent leather should be used in men's shoes only in high full dress button shoes (no tip), and pumps and in black patent leather only.

No. 23—Button Shoes

Men's button shoes should be eliminated, except in the full dress (see paragraph 22) patent leather shoes and this should be in one style only.

No. 24—Perforations

All perforations should be eliminated, except on the tip, or imitation tip of the shoe.

Regulations Applying to Boys', Youths' and Little Gents' Shoes

No. 25—Colors and Leathers

All boys', youths' and little gents' shoes, both leather and fabric, including outside facings and trimmings, should be restricted to black, a dark brown (the color recently adopted) and white, the white leather to be confined to buck and side buck. Patent leather should not be used for this class of shoes, except pumps for boys:

No. 26—Perforations

All perforations should be eliminated on the tip or imitation tip of the shoes.

No. 27—Buttons

The use of buttons on boys' shoes, sizes 2½ to 5½, should be discontinued, but buttons may be used on youths', little gents', children's and baby's shoes.

Pledge Exacted From Retailers

I (or we), in the spirit of loyalty and patriotic service to our movement in meeting all of the exigencies of the war, as applied to its prosecution and service of the people, do pledge ourselves:

1. To carry and sell to the public at all times during the war only such footwear of a standard character as will fit the needs and demands of the people.

2. Such shoes to be sold at prices that will prove economical and safeguard them against extravagances during the period of the war.

3. Prices shall be based upon cost, plus transportation charges, plus a normal percentage of profit.

4. These prices will fall into three general classes and include shoes for all purposes:

Retail Classification of Shoes

Class C—Service Shoes and Semi-Dress Shoes

This line embraces service shoes and semi-dress shoes: Men's and women's, \$3 or as near this price as possible, but not to exceed \$5.50.

Boys' (sizes 2½ to 5½), \$2.50 or as near this price as possible, but not to exceed \$4.00.

Misses' (sizes 11 to 2), \$2.50 or as near this price as possible, but not to exceed \$4.00.

Youths' (sizes 12 to 2), \$2.50 or as near this price as possible, but not to exceed \$4.00.

Little gents' (sizes 9 to 13), \$2.00 or as near this price as possible, but not to exceed \$3.00.

Child's (sizes 8 to 11), \$2.00 or as near this price as possible, but not to exceed \$3.00.

Infants' (sizes 5 to 8), \$1.75 or as near this price as possible, but not to exceed \$3.00.

Babies' (sizes 0 to 6), 75c or as near this price as possible, but not to exceed \$1.50.

Class B—Stylish and Serviceable Shoes of Best Type for Business and Dress.

Men's and women's, \$6.00 or as near this price as possible but not to exceed \$8.50.

Boys' (sizes 2½ to 5½) \$4.50 or as near this price as possible, but not to exceed \$6.00.

Youths' (sizes 12 to 2) \$4.50 or as near this price as possible but not to exceed \$6.00.

Misses' (sizes 11 to 2) \$4.50 or as near this price as possible but not to exceed \$6.00.

Little Gents' (sizes 9 to 13) \$3.00 or as near this price as possible but not to exceed \$4.50.

Child's (sizes 8 to 11) \$3.00 or as near this price as possible but not to exceed \$4.50.

Infants' (sizes 5 to 8) \$2.50 or as near this price as possible, but not to exceed \$3.50.

Babies' (sizes 0 to 6) \$1.75 or as near this price as possible but not to exceed \$2.50.

Class A—Shoes of Finer Materials and Superior Shoemaking

Men's and women's boots, \$9.00 or as near this price as

It's better merchandising to take advantage of the manufacturer's discounts.

SUMMER STYLES BY THE CANADIAN CONSOLIDATED RUBBER CO.



Palm Beach



Ruth



Lady Fair



Verandah

possible, but not to exceed \$12.00; for low shoes \$11.00.

Boys' (sizes 2½ to 5½) \$6.50 to \$8.00.

Misses' (sizes 11 to 2) \$6.50 to \$7.00.

Youths' (sizes 12 to 2) \$6.50 to \$7.00.

Little Gents' (sizes 9 to 13) \$5.00 to \$6.00.

Child's (sizes 8 to 11) \$5.00 to \$6.00.

Infants' (sizes 5 to 8) \$4.00 to \$5.00.

Babies' (sizes 0 to 6) \$2.00 to \$3.00.

Class X—Military, Lumbermen, Custom and Other Special Types of Shoes

This class is created to provide special manufacturing permit by the War Industries Board for the following essential footwear:

(A) Officers' Footwear.

(B) High-Top Lumbermen's Boots.

(C) Such custom boots as require special lasts and special measurements for each individual purchaser.

(D) Any other essential footwear which may not fall within the price limitations of the regulations.

Regulations Applying to Sale of Present Stocks.

5—In order to follow out the spirit of this undertaking we further agree to market our present stocks at prices that shall be based upon cost, plus a normal percentage of profit, and to have all our sales fall within the price limitations at as early a date as possible.

Maximum Retail Prices on Low Shoes and Boots.

6—For the period of the war we pledge ourselves to eliminate the sale of all low shoes at a higher retail price than \$11.00, and all boots at a higher retail price than \$12.00.

Retailers Must Display Government Card Showing Retail

Classes and Prices.

7—We agree to carry in our store, prominently displayed, a placard to be issued by the War Industries Board, which will clearly state that I (we) have entered into this agreement, and which will exhibit on its face a replica of the above stated classes and prices.

(A space follows for the signature of the retailer.)

Pledge Exacted of Shoe Wholesalers

I, (we) recognizing the power to control production, by providing certain economies and restrictions, which have already been exercised by the War Industries Board, and further recognizing the patriotic necessity of controlling profits in order to stabilize the industry and best serve the public economically, do hereby pledge:

1. Our hearty co-operation, with both the manufacturer from whom we buy and the dealer to whom we sell, in effecting the elimination of non-essentials and extravagances.

2. To lend our hearty co-operation in the readjustment of contracts that may be effected by the restricted styles and colors.

3. To agree with the War Industries Board to merchandise shoes at cost, plus a normal profit, to the end that the pledge by the retailers (attached hereto) may be made effective both in spirit and fact.

4. To agree to have stamped on the inside quarter or quarter lining of each shoe manufactured a letter designating the class into which each shoe manufactured shall be retailed, and—

5. To agree to co-operate with the War Industries Board in securing from each retailer to whom we sell a signed pledge, in the form attached hereto, or satisfactory evidence that such retailer has filed such pledge with some other wholesaler or manufacturer.

(Space for signature of wholesaler)

Pledge Exacted of Shoe Manufacturers

I (we), recognizing the power to control production, by providing certain economies and restrictions, which have already been exercised by the War Industries Board, and further recognizing the patriotic necessity of controlling profits in order to stabilize the industry and best serve the public economically, do hereby pledge:

1. Our hearty co-operation with both the tanner from whom we buy, and the (retail) dealer to whom we sell, in effecting we buy, and the (retail) dealer to whom we sell, in

2. To lend our hearty co-operation in the readjustment

Don't wait for the New Year. Begin better merchandising to-day.

of contracts that may be affected by the restricted styles and colors.

3. To agree with the War Industries Board to manufacture and sell shoes at cost, plus a normal profit, to the end that the pledge by the retailers (attached hereto) may be made effective both in spirit and fact.

4. To agree that each manufacturer shall be given a serial number, which shall be registered with the War Industries Board.

5. That I (we) shall have my (our) serial number distinctly stamped on the inside quarter or quarter lining of each shoe manufactured.

6. To agree to stamp on the inside quarter or quarter lining of each shoe manufactured a letter designating the class into which each shoe manufactured shall be retailed:—

7. To register with the War Industries Board a list:

(A) A wholesale price list of our complete line of samples (along with such supplementary changes in price as may from time to time be made, that will cause a change in the retail price).

(B) To register with the War Industries Board the comparative cost and selling prices of shoes manufactured and sold in September, 1914, and September, 1918, compiled by representative manufacturers and supplementary data from time to time as may be required by the Board.

8. To agree to co-operate with the War Industries Board in securing from each retailer to whom we sell, a signed pledge, in the form attached hereto, or satisfactory evidence that such retailer has filed such pledge with some other manufacturer.

9. If it be found that after a fair trial the plan is not producing desired results, we pledge our co-operation with the War Industries Board in working out a satisfactory plan that could be put into effect for the fall trade of 1919.

(Spaces are provided for manufacturers' signatures)

Use of Serial Numbers and Classification of Shoes

The instructions in regard to serial numbers and classifications, are as follows:

1. On and after October 15, all shoes cut will be stamped with a serial number by the shoe manufacturer, and a class letter designating the class within which the shoe falls for the retail price.

2. Shoes booked by a manufacturer at prices that cannot be sold by the retailer within the "A" class range of prices, may be made without stamping the lining with letter designating the class, but this may be done only in cases where it is impracticable to adjust existing contracts. In such cases special exemptions will be granted in each individual case, by application to the War Industries Board, for an extension of the time for stamping the class letter in the shoe. In all such cases, however, the serial number of the manufacturer will be stamped in the shoe.

3. In no case will these exceptions for granting time be extended beyond January 1, 1919.

4. It is expected that tanners, shoe manufacturers, wholesalers and retailers will co-operate and adjust all orders now booked to the end that the amendments and additions to the "Schedule for Shoe Manufacturers," which was issued June 29, may become effective soon as possible.

U. S. Rubber Boot Styles Reduced and Regulated by War Industries Board

THE War Industries Board of the United States recently made public a schedule worked out by the Conservation Division for economy in materials through a reduction in patterns and the discontinuance of various styles of rubber footwear. The program is effective immediately on all canvas rubber soled shoes, and on January 1 next as to waterproof goods.

The new schedule eliminates for the period of the war 5,500 styles of rubber footwear, and restricts the introduction of new lasts other than those required by the government, or to meet changes in leather footwear styles. Manufacturers of men's hip and sporting rubber boots are restricted to one grade, and all duck boots are discontinued as far as possible. Leather insoles in all boots are discontinued. No women's, boys' or youths' hip or sporting boots can be manufactured. The manufacture of knee boots is also discontinued.

Restrictions in styles include limiting rolled edge arctics and gaiters to men's sizes; discontinuance of first quality all rubber gaiters. Omaha arctics and excluders; misses' and children's snow excluders; boys' and youths' Jersey cloth arctics; motormen's gaiters for men; plow shoes; high lace lumbermen's duck vamp with gum uppers; all two-buckle Jersey cloth gaiters; men's one-strap "instep" sandals; all plain sandals and self-acting sandals and croquet with fleece lining "storm patterns not included"; self-acting storm patterns; Russian rubbers; low vamp Alaskas "not storm patterns"; boys' and youths' Alaskas; clogs; youths' self-acting sandals; all self-acting Alaskas.

Buckle gaiters are not to be made higher than the present four-buckle height in men's, boys' and youths', and three-buckle height in women's, misses' and children's. The manufacture of Jersey cloth gaiters and Alaskas authorized is to be restricted to first and extra quality. The use of flour, starch or similar finish is greatly restricted; cashmerette or so-called heavy arctics, or gaiters, and canvas rubber soled shoes are not to be varnished. All use of caustic soda in the manufacture of rubber footwear to stop at once.

The Conservation Division estimates that the program will conserve among other things 29,012,600 cartons; 5,245,300 square feet of lumber; 1,526,493 square feet of shipping and storage space; 100,742,517 pounds of freight; 2,250,272 pounds of material that will not have to be dyed; 74,750 pounds of flour starch; 30,380 gallons of varnish; 125,300 pounds of tissue paper; 49,617 days of labor.

A large Ontario shoe manufacturer was requested a few days ago to pay another 10 per cent. increase in wages to his employees. It was only a few months ago—June, to be exact—that the last increase of 10 per cent. was demanded and paid. Hon. Mr. Crothers, Canadian Minister of Labor, is reported to have said at a recent meeting in Toronto that "co-operation of capital and labor was urgently needed for the benefit of both." Just now it looks as though the manufacturer has very little to say in labor matters.

The manufacture of felt shoes and bedroom slippers in the United States has been curtailed because of the Government need of felt for various war uses.

Write your advertisements just as you talk to your customers—in simple, plain words.

The Salesman Is Not An Inanimate Thing—Do You Know How To Handle Him?

By J. C. C.

YEARS ago, when the writer was a salesman and just beginning his career in the mercantile world, conditions were much different with the salespeople to what they are to-day. Then, long hours and small salaries were the order, and in many stores it was a case of having to sell or be fired. I have often sold a customer goods against my own best judgment as well as his wishes, in order to keep my standing good with the house I was working for. In those days one salesman was pitted against



I never call a man down when I'm angry—I wait until I can talk rationally—then take him aside where no one can hear us

another, and woe betide the customer who was hard to sell and had to be turned over to another salesman to see if he could sell him. It was known then in the store vernacular as "taking the swaps." It was hard to find a merchant who believed in the "live and let live" policy. "Catchem and skinem" seemed to be the rule and a salesman's life was a tough proposition.

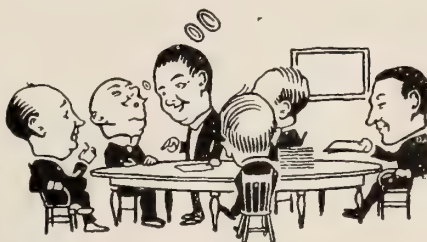
It was in those days that I made a discovery, and, while it had no definite form at the time, I realized later in life that my discovery was the secret of properly handling salespeople to get the best results, and one day, after a particularly hard session with a cranky boss, I made up my mind that if ever it was my lot to have men or women under me I would try to work in harmony with them, rather than against them. I had very little hope that my dreams would ever be realized, but, as time went on and I made progress by diligent attention to business. I found myself at last in the position where I had the handling of salesmen and the chance to try out my own ideas.

Harmony Essential

First of all let me say, I am a firm believer in "harmony in business." I honestly believe more business is lost every year by lack of harmony between an employer and his salespeople than in any other way. Right here is where the discovery I made in early life can best be illustrated. It is simply this: As I mentioned before, it was a case of **sell** or **go**, and no excuse was taken, so that a salesman's life was always one of anxious worry and he was not free to do his best. Now every honest merchant knows that no living man can sell every customer. I have seen salesmen and saleswomen literally gnash their teeth in rage behind an employer's back and vow vengeance against his best interest, just because he hadn't or wouldn't learn the common-sense law of "harmony" and "humanity." Salespeople are not inanimate things without sense or feeling and upon which you can vent

your anger without reason any old time you feel a bit "off." They are human, and if they are real live wires, very much human. True, there are times when a good setting out is necessary and will do wonders if rightly done, but not in the old-fashioned way of bawling out your invectives upon the head of the unlucky salesman, or saleswoman, who has incurred your displeasure, before all the other salespeople. That policy never did nor ever will help a business in the slightest degree, but rather, and more than likely, the reverse. Also, it has a harmful and lasting effect on salespeople. I know, for I have been through the mill and human nature is alike the world over.

Handle your salespeople as you would like to be treated yourself and watch your business grow. Here is the policy I have adopted in the handling of salespeople. First, I never call a man down when I am angry. It's hard to resist it sometimes, but it does no good, because one is apt to say things that only hurt and do harm, rather than good. I always wait until I can talk rationally and then I take that salesman aside where no one can hear us and we have a heart-to-heart talk. It never fails to do good and we are both the better for it. Try this some time, if you have occasion, and see how it works out. Second, I believe in "harmony" among the salespeople. I never hold one person up as a good example for the others to pattern by. I make them all feel equally at home in the business and also to realize that the salesman or saleswoman who can save a sale for the house by tact and good judgment is just as valuable to me as the one who makes it. To illustrate this still further, I have instilled into all my salespeople this important fact: "The customer is the man who pays your salary." If one salesman cannot please a customer he will see that he is courteously given into the care of another who in turn may suggest or use some means that will land the sale and thus make both salespeople of equal value to the store. Do you get the point?



It is a good plan to get the clerks together on every possible occasion

Third: I trust my salespeople thoroughly and honestly and I am not afraid to let them know that I trust them, so that when I am away from the store I know that every man and woman will do his best for the interest of the business. Results have always shown that in this respect I have been correct. Once the bond of good fellowship is firmly established in a store between employer and the salespeople there is bound to be a good strong healthy business, because the public are quick to recognize "service" and upon

this important factor hangs all the business law and—the “profits.”

Commission System Best

I have used both the commission and spiff systems in paying employees, but now use the commission plan entirely. This, I think, is the better method, although there are many good things to be said about the spiff. The great difficulty of the spiff is the advantage that will be taken of it by clerks who are not loyal to the interests of the store. It was never my practice to put spiffs entirely on old stuff, but often to encourage the sale of lines in which salesmen had no confidence. It often happens that clerks will take an almost general prejudice to a certain few lines. These lines become what we call “stickers.” I have found in cases of this kind that where I have put on a spiff and even increased the price to yield a good profit instead of a poor one, that the goods have moved out freely. The commission basis, however, is really the most satisfactory because it is more even. A living wage and an attractive commission will keep clerks contented and happy and the expense is more than made up in added business. I use a graded commission—or rather 1 per cent. on some lines and 3 per cent. on lines that are more profitable to me. A higher commission on the better lines of merchandise is an encouragement to clerks to sell better merchandise, which is really what every merchant wants. Some of my clerks often make more in commissions a week than they do in salary.

The practice of getting clerks together for short business talks and an exchange of ideas is a good one. This should be done on every possible occasion. It is only when you appreciate and respect the ideas of an employee that he becomes of greatest value to you.

Divided Skirts and Bloomers for Salespeople—A Successful Innovation

THE shortage of sales people has been a very general complaint during the past few months. In many stores they are trying out girls and find them satisfactory. The chief difficulty is in getting girls with experience, this being practically impossible. Consequently there is considerable labor involved in teaching them the business, although when this is once done it might be safe to say that they are better than the average salesman available at the present time. Certainly they are, in most cases, more painstaking in little matters.

Out on the Pacific Coast the shoe merchants, feeling the shortage of help, decided to make a general try-out of women salespeople. Before putting the girls in the stores, however, they opened schools and taught them what shoes really consisted of; how they were made; what is signified by the terms welt, turn, McKay, vamp, foxing, counter, shank, etc. They were taught how to keep stock, how to read sizes and, by practising on each other, how to fit shoes and how to sell them. As a consequence of this training many of the girls have become specially apt in both the art of selling and fitting. One merchant recently told of a girl in his store who is selling on an average of \$1,400 worth of misses' and children's shoes a week. Her salary is based on \$65 a month, and in addition a commission of 2½ per cent. besides p.m.'s. Her aver-

age on p.m.'s. is about \$7 a week, so it will be seen she is earning pretty good money.

Bloomers and Divided Skirts

Another innovation on the Coast is bloomers and divided skirts for the women salespeople. Some stores use one and some the other. The bloomers and divided skirts have been found to overcome two serious



Don't get into your head that women are only suited to office work—Some do not chew gum, neither do they giggle or bleach their hair.

faults possessed by the ordinary skirts. One of the great drawbacks to women in shoe stores has been the difficulty encountered in climbing the ladders. Divided skirts solve this problem.

Another trouble has been that the saleswoman has had to sit sideways on the fitting stool, which is tiresome and inconvenient, besides preventing her from



Divided skirts for women salespeople prove successful out on the Pacific Coast

working with as much speed as a man. The bloomers and divided skirts enable her to sit astride the fitting stool, take the customer's boot in her lap and so add greatly to her efficiency.

If we are going to have a more general use of women sales people this innovation in dress will be a lengthy step towards better merchandising. Gradually we are coming to accept the more convenient apparel worn by women working at men's positions and, in the shoe store, the idea would provoke nothing but favorable comment. Toronto motorists and those in some other cities now buy their gasoline and oil from women attired in “britches” and leather leggings; around the munition plants young women wearing bloomers stroll the streets during lunch hours, so why not a dress reform for shoe saleswomen?



Interior of the store of Au Quincy, Enr., Quebec City. Mr. Emile Larchelle is seen at the right

Au Quincy, Enr., Quebec City

ABOUT three years ago Messrs. Emile and J. A. Larochelle commenced business as shoe retailers at 246 St. Joseph Street, Quebec, under the name "Au Quincy, Enr." They are both young, but are not new to the shoe game. Their father is head of the firm of J. H. Larochelle et Fils, Ltd., jobbers, St. Valier Street, Quebec, and their elder brother is also interested in the company. Messrs. E. and J. A. Larochelle received their training with their father's firm, so that they had early opportunity of learning something of the shoe trade.

The store is well equipped, of medium size, with plenty of accommodation for reserve stock. Neat fixtures are placed around three sides, surmounted with artificial flowers. The rear portion of the store is carpeted, two rows of seats being placed in this section. The front of the store is clear except for show cases at the sides. The store has a very bright appearance. A small office is arranged at the rear, behind the fixtures and cash register.

Men's, women's and children's goods are stocked—all high-grade and by good makers. All shoes are stamped on the soles and facings with the name of the store. It is a fixed policy of Messrs. Larochelle to adhere to their prices and rather than make a reduction they will lose a sale, believing that it is only by this policy that a business can be built up on a profitable basis.

Women's and children's goods are stocked in cartons on one side and men's on the other, with women's canvas goods in the shelving at the end. Entering the store, women's shoes are at the left and continuing on

the same side are women's low shoes, with children's canvas goods at the extreme end. On the other side there are men's, followed by men's low shoes. A brief description with a number is marked on the front of the cover of each carton, so that it can be readily seen. When a pair of shoes is sold the unmarked portion is turned to the front, which makes a more uniform appearance than where the entire carton is turned upside down. Every morning the stock is looked over and the empty cartons refilled from stock. Only one pair of each size of a line is kept in the store, the balance being in reserve. All goods are numbered—men's from 1 to 199; women's 200 to 299; children's from 300; and women's low shoes 900 to 999. When new goods are received they are entered in a stock book and each given a number, a single pair of each size of the different lines being put into stock, as already stated. In case of repeat orders it is, of course, only necessary to duplicate on the cartons the numbers already given these particular lines.

A photograph of the interior of the Au Quincy store is reproduced herewith. Portraits of Messrs. Emile and J. A. Larochelle will be found in the section in this issue devoted to Quebec shoe retailers.

*Don't forget your two partners—the manufacturer
and the public.*

Influence of Little Things on Better Merchandising

—Matthew Arnold Called It "Sweetness and Light"

ARE you influenced by the faces you see on the street or meet in your business? Do you instinctively draw a sober face when you meet a frowny and just as instinctively relax your own sober face when you meet a bright countenance? Can there be any question whatever that we are all intensely susceptible to such influences, trifling at first thought, but in actual fact one of the most important factors in determining whether the day's work goes smoothly or drags along?

The fact is we are all tremendously susceptible to influences. Either we absorb them, so to speak, or, if we do not approve them, we fight against them. A few people, a very few, fight off the influence of bright days, sunny dispositions and happy faces—just because they are **determined** to see the dark side only of this many-sided life of ours. But the vast majority of people respond to the human touch; they are ready for it—longing for it as a matter of fact—the inspiring influence of the cheery word, the smiling face—anything that helps them forget their troubles, brings them out of themselves and spreads before them a landscape of color and warmth where before everything was black and dreary.

Do you remember as you worked with your seedlings last spring in that south window of yours, how, every evening, you found the little plants craning their necks to get a peep at the bright outdoors. You turned them around, but next evening it was always the same thing—a yearning for light and warmth that would not be denied. If you ignored this desire of nature they withered and died away. How like the little seedlings we human beings are. Brightness and warmth are just as essential to us if we are to thrive—physically, morally and financially—as to the little plants and flowers. Without them we become useless members to society in general, to ourselves, and, perhaps worst of all, to our own households.

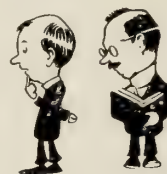
Now where does this all lead us when we come to consider our offices and stores? What is the effect if the exterior is forbidding, dirty, badly in need of paint or untidy? How it drives all the smile out of our faces if the interior is cold, dark and badly organized. Did you ever shake hands with a fish-tail—you know that kind of man who puts his big clammy hand in yours and just lets it lie there for you to pump-handle it up and down as best you can? Doesn't it send a shiver down your spine? Well, that's just the effect of any person or any thing in this life that fails to respond to your own brightness and enthusiasm. It's a wet blanket.

Can you, Mr. Retailer, afford to run the risk of throwing cold water on the enthusiasm of your prospective customers as they pass along the street past your store? Can you afford to present a dirty, untidy face to them in your store front and display windows. Can you afford to give your customer the feeling that he must hurry and make his purchase and get out where it is bright, warm and cheery? Can you afford to have your salesman and saleswoman live in this atmosphere of depression—for they are just as susceptible to surroundings as your customers.

Finally, can you afford to have **yourself** living day by day in the midst of conditions that do not keep your brain active, that do not constantly inspire you to do your best work?

I urge every shoe retailer who reads this to ask himself—does this apply to my store? I urge him to try and disassociate himself from his store for the time being and look at it with the eyes of the prospective customer. Walk down the street past your own store in a critical mood. Enter your store as a stranger does—seeing for the first time the arrangements, the lighting, the attitude of the salespeople—trying to get the general impression that the customer gets. Ask yourself honestly, and if the answer is no, then busy yourself without delay before Jones makes further inroads on your profits.

Perhaps the biggest factor—I myself think it is much the biggest factor—in determining the attractiveness of a store interior is the lighting. This does not necessarily mean a great quantity of light, for one often sees a store where the glare makes one's eyes ache. It means just the right amount of light of just the right color, distributed in just the right way.



There are many camoufleurs who try to look like lightning specialists—So be careful to employ a real specialist

There are some places in your store where you need more light, some places where much less is required. Lighting a room is something like painting a picture—it wouldn't do to give the same color or the same amount of light to every portion of it; contrast is an important point to be considered. But what a mess you or I should make of it if we tried to paint a fine picture—it requires a specialist. Just so with lighting. The results obtained depend upon the skill with which the whole system is planned—and there are many quacks—camoufleurs—who try to look like lighting specialists when they are just ordinary, everyday wiremen. So be careful to employ a real specialist.

Just a word more—good lighting is, after all, a profitable investment, for two reasons—(1) It brings business, and (2) the investment is very much smaller than the average retailer expects. In these dark days of October to March the contrasts are more noticeable. Why cannot the retail shoe stores stand out as the bright spots?

Don't buy because your competitor does.

Figure it out for yourself.

The Neolin Directory

The Goodyear Tire & Rubber Company have published and distributed the first edition of the Neolin Directory. This book has been designed for the information and convenience of shoe retailers who handle Neolin-soled shoes—to serve as a ready reference guide to lines manufactured by representative manufacturers. It is a handsomely bound volume, 14 by 10 inches, containing 210 pages, illustrating a multitude of Neolin-soled shoes produced by over a hundred manufacturers. It is pointed out that Neolin-soled shoes are now made in an adequate variety of styles, for men, women and children, and that the purpose of the Directory is to make it easier for the merchant to select his stock and buy it to better advantage. As a purchasing guide for retailers the Directory will be of inestimable value.

Manufacturers Meet in Conference at Brantford

THE Shoe Manufacturers' Association of Ontario held a convention at Brantford, Ont., on Monday, September 30, at which the following members were present: Fred H. Ahrens, Kitchener; H. C. Dayfoot, Georgetown; W. H. Duffield, Hamilton; W. B. Detweiler, Kitchener; A. Van Geel, Tilsonburg; Erwin C. Greb, Kitchener; Alex. Inrig, Kitchener; A. A. Armbrust, Kitchener; A. E. Smith, Milton; P. G. Knoll, Humberstone; A. Brandon, Brantford; F. W. Munson, Toronto; W. C. Ackerman, Peterboro; B. F. Ackerman, Peterboro; G. W. McFarland, Brampton; C. S. Corson, Toronto; A. E. Medcalf, St. Thomas; J. H. McConnell of the U. S. M. Company, Boston; E. E. Donovan, St. Thomas; F. S. Scott, Galt; F. W. Knowlton, Montreal; Clayton E. Hurlburt, Preston; John A. Walker, Toronto; G. A. Blachford, Toronto; G. H. Ansley, Perth; W. E. Woelfle, Kitchener, and J. A. Dunbar, London.

The morning session was devoted chiefly to an address by Mr. E. W. A. O'Dell, of the Boot and Shoe Workers' Union. Mr. O'Dell spoke of the position of the returned soldier employed in shoe factories. It had been proposed by the Government to give the services of the returned soldier to the manufacturer for six months free of charge in order that he might learn the business. The Union opposes this and takes the stand that the returned soldier should become a member of the Boot and Shoe Workers' Union immediately and receive the recognized union piece work rates for services performed. The Executive Board of the International Boot and Shoe Workers' Union had pledged itself to support any legitimate plan that shall have for its purpose the training of men who return from the war, in cases where they have been incapacitated from performing their usual occupation in which they were engaged before enlisting, but will not support or encourage any plan which directly, or indirectly, would have the effect of reducing the labor cost of manufacturing or reducing the wage standards prevailing in the shoe trades. Mr. O'Dell considered that any attempt to fix a wage rate according to the amount of pension received by the soldier would be manifestly unfair, as this should constitute a reward for his services to the country, and not in any way affect his earning power.

After luncheon the members listened to a motion picture illustrated talk on the making of the Pershing army shoe in the United States. This was given by Mr. J. T. O'Connell, of the Boston office of the United

Grease All the Wheels

Jim had looked in at the country livery stable in search of a job. He seemed promising and was set to work greasing the axles of a carriage. In a remarkably short space of time he reported the task finished.

"Look here," said the boss, "d'ye mean to say you've greased all four of them wheels already?"

"Weel," rejoined the new hand, "A've greased the two front yens."

"And why haven't you greased the two hind ones?"

"Well," answered Jim, calmly, "so lang as the two front yens gan all reet, the two hind yens hev to foller."

Jim's reasoning was punk, of course. And so it is in merchandising. Don't expect that the hind wheels of your business will follow if only the front ones are greased. Better merchandising consists in greasing all of the wheels. That means careful attention to every little detail.

Shoe Machinery Company. A resume of this address is given elsewhere in this issue.

Among the matters discussed by the members was the question of standardizing the size of cartons, but no definite decision was reached.

The failure of the Government to express their attitude on the matter of styles has been the cause of much uncertainty and perplexity on the part of the manufacturers. All are agreed that if style reductions would be of value in winning the war they will co-operate with the War Trade Board in every way. They do not, however, feel inclined to reduce their styles when import from the United States is still permitted. Enquiries addressed to the War Trade Board have brought no response, and the problem is, therefore, not open to immediate solution. The personal opinion of many manufacturers is that our Government is composed of too many politicians and too few business men, and until this condition is remedied there can be little hope for business-like treatment.

An Efficient Leather Gauge

The Woburn Machine Company, of Woburn, Mass., are reporting good sales of their device for the accurate measurement of leather. It is said that experts have pronounced this instrument as nearly perfect as it is possible to get and the fact that the United States government has ordered 125 of them seems to lend force to the statement. By merely adjusting a screw the setting of the gauge can always be controlled. It is patented and guaranteed to be practically indestructible if reasonable care is used in handling it. The company state that a large number of their sales have been to shoe retailers who frequently wish to measure the iron of thickness of leather in shoes as well as the thickness of the sole. The gauge is also of great assistance to manufacturers and tanners. It comes in two sizes—4½ inches in depth and 6 inches.

Ontario manufacturers report that orders are coming in very freely for spring delivery.

The Making of the Pershing Shoe Explained to Manufacturers with Aid of Motion Pictures

THE utilization of the camera and film as a means of education upon any particular subject is a very modern and up-to-date idea, based upon the fact that the eye can absorb and transmit to the brain a story of any incident or transaction, portrayed by the moving picture better and more impressively than the same thing retold in the old way by type or voice. The moving picture is, to all intents and purposes, life itself, and upon the art of the photographer and his ability to preserve the dramatic and lifelike features of the scenes produced depends the success and impression made.

The United Shoe Machinery Corporation has seized upon the film and camera as aids to educating the public up to an appreciation of the value and importance of the shoe industry on the continent, and also as a part of the service they are giving to the industry itself. The latest film the company has been showing is "The Making of the Pershing Shoe," the American Army shoe. It was shown for the first time in Washington a few weeks since and last week in the Military Camp at Jacksonville, Fla., it was seen by nearly 10,000 soldiers.

Mr. John F. O'Connell, the Publicity Director of the United Shoe Machinery Corporation, showed this film at 1 p.m., September 30th, in the Brant Theatre, Brantford, at the meeting of the Ontario Shoe section of the Canadian Manufacturers, and as in Washington and Jacksonville, the audience had an opportunity of learning how a purely industrial film, whose details have been skillfully assembled and its scenes shown in a series of rapidly unfolding developments, may be made as dramatic and gripping as any movie drama with its corps of heroes, villains, comedians and vampires.

The pictures were preceded by a brief talk by Mr. O'Connell, who has solved the problem of condensed and compact rhetoric, and were accompanied by a rapid-fire talk of explanation that added very much to the pleasure of the audience.

"The Making of the Pershing Shoe" is only one, and the latest of this valuable contribution of service in this form and one that trade generally have found as beneficial as pleasure-giving. Mr. O'Connell said in part:

"Napoleon, the greatest soldier of his age, declared he won more of his battles with the legs than with the arms of his soldiers. The great military truth that emerges from this epigram is this—that ability to make long and swift marches is an army's best asset.

"Ability to march is dependent on the sound condition of the soldiers' feet; and since good feet mean good soldiers and good shoes mean good feet, capable of withstanding the rigors of the road or the tests of the trench; the industry that makes good army shoes is a potent element in organizing victory. All else being equal the best shod army is the victorious army; and unquestionably the allied armies are the best shod in the world.

"The Pershing Shoe, trench model, is the shoe of the American Army. Nothing better is made, for into its construction have gone the best thought, experi-

ence, ingenuity, and skill of soldiers, surgeons, manufacturers and shoe operatives and these working harmoniously together have with the best machinery in the world, combined to produce one of the vital instrumentalities with which we will secure victory and make democracy, a living, palpitating, enduring principle of civilization, whose corner-stones are freedom, humanity and reverence for God and religion.

"The purpose of this film is to show you the Pershing Shoe in the making, to give you a practical illustration of the patriotic work of the Army of Peace, the army behind the machines, whose efforts must supplement those of the men in the field, and whose skill and sweat in the shop is as necessary as the valor and sacrifice of the trench, if victory is to crown our labors.

"The armies over there are the hammers, pounding the enemy into defeat and submission; the peaceful armies at home, from the Gulf to Hudson's Bay—the men behind the plough, behind the ship riveter, behind the shoe machinery—are the forces that supply the motive power that drives the battle hammers. One army is as vital as the other; they stand or fall together; both are essential to democracy and victory. If one fails then all fails. United in purpose and effort we conquer and win; divided we fall—and fall.

"Not the least of the divisions of the Army of Peace is the shoe industry, and to your captains of that army, I want to show the soldiers of peace in action.

"To show you where and by whom the Pershing Shoe is made, as this film will, represents a process of selection and elimination, the selection of features that are salient, the elimination of processes that are non-essential to dramatic interests.

"You manufacturers understand, of course, that he who visits a factory to see and learn at first hand, the processes and operations that enter into the making of shoes, fails of his purpose. The noise, movement,



A striking view of Mr. Griffith B. Clarke's speed boat, "The Leopard," in action. Mr. Clarke is president of A. R. Clarke & Company, manufacturers of patent leather, Toronto

bustle, the "orderly confusion" of the factory, balks the visitor's attempt to concentrate and defeats his aim.

"This film is designed to remove this difficulty; the factory as a whole is eliminated; attention is concentrated on the successive operations that lead to the completed shoe, and the individual machine, the individual operative, the individual operation, is isolated from all others and a simple, connected, dramatic, continuous story of the Pershing shoe is the result.

"What the United Shoe Machinery Corporation aims in this, as in other films in its service work, is to interest the consumer as well as the dealer and manufacturer in such a way that the whole industry is benefitted by the friendly spirit stimulated and the knowledge given that the ordinary shoe the man in the street wears, represents an expenditure of time, effort, wealth and material undreamed of in his philosophy. Our film service is one of our contributions to the general good of the industry."

Advertising as a Stimulant to Better Merchandising

By Mr. C. E. A. Holmes*

RETAIL shoe dealers lack system and knowledge. They cannot figure costs. They have not good stock records. They do not know how much it costs them to do business. They do not know how to figure profits.

In making the above wholesale indictment I would like it understood that I am referring to the average shoe dealer and am leaving out of consideration the larger stores and the average chain stores.

There is one thing however which all shoe dealers know, or should know, and that is that the secret in successful merchandising is rapid turnover. It is a truism to say that advertising is the best means of accelerating turnover—yet, there are some dealers who will tell you they advertised and did not get satisfactory returns—and others who will tell you, point blank, that advertising is a waste of money.

To these I will answer that a good many merchants think they are advertising, whilst they are really only paying for advertising space.

Too many merchants entrust their advertising to a clerk or to the newspaper solicitor, because they think they themselves cannot write goods ads—good ads, in their mind, must be a conglomeration of high-sounding phrases, and they demand that kind of word-juggling copy. If the shoe merchant sat down and wrote his own advertisement, using the distinctive line of sales talk that he uses every day over the counter his ads would sell his wares.

The first, second or third ad may not fill his store—**advertising does not jerk, it pulls.** The trouble with the average shoe merchant is that he reserves space in a paper, fills it with an enumeration of lines and prices, signs his name and expects his business to grow overnight. If the expected results do not materialize he condemns advertising. You must advertise persistently if you want your advertising to drag profits across the sales line.

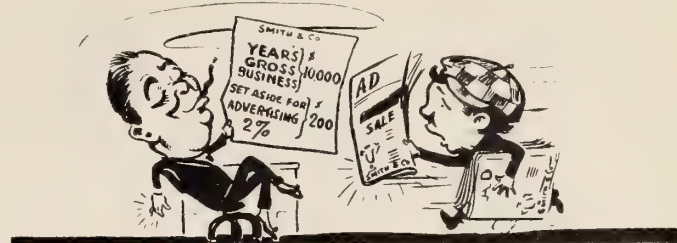
There are only a certain number of ideas in connection with selling shoes. We will say there are ten. Do not try to tell them all in one ad. Early in the

selling season, sit down with the clerk who does your ad-writing or with the newspaper solicitor and plan ten small ads, to run either ten days in succession, or twice a week for a month, if you only can do that much advertising.

Every one of the ideas will bring some direct business. That means that the ten ideas will have ten chances to bring in direct business, and the consecutive effect of the ten ideas (in reality the ten ads) will give your store the prestige and distinction that the big, jumbled-up ad could not give, and that one of the ten well-planned ads could not give.

Then take up another line and write up ten other small ads—and so on, all the year round.

It is a fixed rule of good merchandising that every merchant, no matter in what line, should devote a cer-



It is a fixed rule in good merchandising that every merchant devote a certain percentage of his gross sales to advertising

tain percentage of his gross sales to advertising. That percentage may vary, but 5 per cent is judged to be quite conservative.

Whatever your appropriation may be divide it so that it will cover the twelve months of the year. Do not advertise for a month and then drop out for two or three months—spasmodic advertising does not pay, and never will pay.

Advertising is cumulative in its results and it takes about six months to get up the proper momentum. The longer you advertise, the easier business comes and larger are the results obtained.

Do not put a card in the Sunday School picnic programme or the Hod-Carriers' Union Labor Day organ and call that advertising. That's a charitable subscription pure and simple, and if you haven't got a subscription account, charge the amount you paid to profit and loss and forget about it.

Before you spend a red sou for newspaper advertising, step outside the door of your store and look at your store front—see if it cannot be improved. A few dollars expended for paint will often so improve the appearance of the store as to constitute an excellent advertisement for it.

Don't forget the show windows—a good window display may also advertise the store very efficiently.

If the outside of your store and the windows are not made so attractive that customers will be drawn into the store, any advertising that may be done in the hope of more and better merchandising may well result to the benefit of your competitor, as if women are not pleased with the outside of the store and attracted by the displays in the windows, they are apt to turn away and visit other stores, even if they have been brought to your very door by your advertisement.

There is such a thing as becoming "written out." That applies to advertising. It is often a good plan to have one of your clerks draw up some advertising copy just to see if the change won't do you both good.

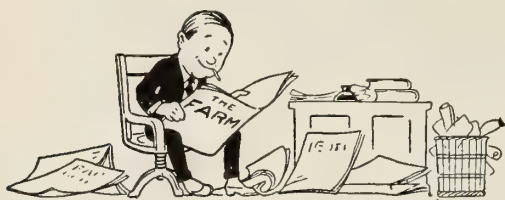
*Editor, Publicity—Montreal.

Mr. Shoeman Meet Mr. Farmer

THE average town man knows the farmer little more than he sees him in the movies. The farmer, he thinks, is just an old, hard-shell, impractical, out-of-the-world, half-hermit down a country lane—no more. Yet, on looking closer, we find that he makes up a surprising percentage of our population; that he has to come to the city or town for almost everything he buys, and that he is getting prosperous. Just now he is a successful business man engaged in the most important industry in the world. Also he is getting to be a firm believer in modern methods and modern dress.

Why not get better acquainted with this outlying neighbor and do more business with him?

Not many years ago enterprising merchants in small cities and towns would hire a horse and a "demmy" from the local livery man, load up with signs,



A good farm paper will give you pointers that will be helpful in talking to the farmer

nails and hammer, and spend a couple of days going through the country, fixing up advertisements and getting acquainted with the farmers. When these same farmers called in the city to do their shopping the merchant was able to call them by name and enquire the health of Mrs. Farmer and the youngest boy who had been kicked by a horse not long ago. Usually the farmer requires a little different handling from the city customer. He is a trifle "gossipy" and likes to talk about the cows and chickens, as it were, before he gets down to business. By knowing a little about the business of farming you can hold his interest. Sometimes, if you are a regular reader of some good farm paper, you can give him a pointer or two on his farm management.

If you are looking for more and better merchandising, do not overlook all possible avenues of trade.

Profiteering on Army Shoes?

THE Government has requested all shoe manufacturers to co-operate in the matter of getting out army shoes as quickly and as cheaply as possible. This, most manufacturers are willing and anxious to do, even to the extent of side-tracking regular business altogether, but of the fairness of prices and the troublesome conditions attending manufacture, the Government Purchasing Commission appears to have no conception whatever. For instance, they fixed their price for army shoes, we are told, on the basis of a tender submitted by a miniature shoe factory in a small town down east, where labor conditions are specially advantageous, where the town grants a bonus, and so on. They said, "If this firm can make army shoes for such and such figure, all firms can." The Commission refused to take into consideration, we have been further informed, that a factory capable of turning out ten times the quantity of shoes of this small firm had all these advantages offset, and

more, by the necessity of paying heavy taxes, higher wages, and so on, and refused to admit that they should get a higher price than the small factory in the small town with the small output, small payroll and small tax bill.

We understand the tanners recently journeyed to Ottawa and laid such a long list of complaints before the Government that the price fixed to be paid by shoe manufacturers for army shoe leather was raised to 46 cents. On the face of this the Government has said to the shoe manufacturer—you must give us, say, 10,000 pairs of shoes at \$5.40 a pair (a price that allows only 7 cents a pair profit); you must deposit 5 per cent. of the amount of the tender as an evidence of good faith (this would amount to \$2,700 on a 10,000 pair order); you must guarantee to deliver these shoes in a specified time or forfeit your deposit; every shoe must be inspected by a government inspector and if it is faulty in any way the price of the shoe will be deducted from the contract (just figure the number of shoes on which the profit will be lost if one pair has the slightest fault—68 and a fraction); you must pay the tanner 46 cents a foot for your leather, and so on. It looks very much like a "heads I win, tails you lose" proposition.

Suppose the manufacturer does accept a contract on these difficult terms, it is quite likely that the price of materials will be advanced shortly after and he would stand to lose just whatever the advance was, since the Government contract does not provide for advances in price. Then if there are the usual delays and difficulties in securing material, he cannot deliver in the specified time—consequently forfeiting his deposit. We believe representatives from nearly all of the large firms tendering on army shoe contracts have visited Ottawa in an endeavor to have the situation remedied—but without avail.

The Government, more than any other body, ought to know that some things are impossible and unreasonable under present war-time conditions, and the contract offered to shoe manufacturers for army shoes certainly seems to savor of one-sidedness. We have seen no evidence of profiteering in the manufacture of army shoes. Indeed, under the stringent conditions imposed, there has often been an actual loss. Manufacturers only ask for a basis of agreement that will reward honest effort with protection from money loss. Surely this is only just and reasonable.

Du-Flex Fibre Soles

The Avon Sole Company, of Boston, Mass., state that they have several new and interesting features to show the Canadian trade in black, white and colored fibre soles and rubber heels, which are supplied under the trade name, "Du-Flex." Mr. John C. Redding, a Canadian by birth, who is representing the company, will shortly arrive in Canada in the interests of "Du-Flex" and as he has had a long experience and thorough training in lasting and bottoming rooms it is anticipated he may be of considerable assistance to manufacturers in all problems relating to the attaching of fibre soles to all kinds of shoes. It has been the policy of the Avon Sole Company to keep manufacturers posted on the proper methods of applying fibre soles and they have, for a number of years, conducted an educational campaign along these lines.

Learn and you lead—loaf and you lean.

*Spring Models
. Nineteen . Nineteen*



*By
Blachford Shoe Manufacturing Co., Limited
Toronto*

1919



Onyx
and
Georgina
Shoes

Toronto Repairers Adopt New Prices

Returned Soldiers Quickly Learn the Art
of St. Crispin



THE Toronto Shoe Repairers' Association have finally decided upon a revised schedule of prices which has now been put into effect. The last increase was put on two years ago, but since that time the increases in the cost of material, labor, rent, and so on, have been so great that it has been the general feeling for some time that additional increases would soon be necessary. The revised schedule of prices is printed herewith.

The Association have now taken in hand the matter of their third annual banquet, which will be held some time in December.

Efficiency is the Aim in Training Disabled Soldiers

EXCELLENT work is being done in the shoemaking classes of Winnipeg Branch of the Department of Soldiers' Civil Re-Establishment. Here, as at other branches in each Province, returned men who have been incapacitated for their pre-war vocation are being trained in various branches of the Dominion's most essential trades and industries, and the shoemaking and repairing has proven one of the most popular and successful of these classes.

The Winnipeg class is under the able instruction of ex-Sergeant W. R. Goodey late of the 20th Batt. Before enlisting, ex-Sergeant Goodey was operating the Yale Shoe Store Repair Shop in Winnipeg, and has a life-long knowledge of the trades which he is now teaching the returned men. After some time he became Garrison shoemaker, and it was in this capacity that he had from four to five men who were detailed as helpers and became pupils or adult apprentices to the leather flogging Art of St. Crispin.

With the inception of the vocational instruction classes movement, the shoemaking classes were added to the list of regular courses and the class with ex-Sergeant Goodey still at the head as instructor, was incorporated with the reorganized training school.

The present class consists of some thirty pupils—all returned men who are taking the regular six to nine months' instructions course, which also includes instruction in custom and orthopedic shoemaking. In addition, there is a harness making and repairing course, also under an able instructor which may be taken by those pupils who expect to locate in the smaller towns and country centres where shoe-making and harness making naturally go together. Many sets of excellent harness has already been turned out, demonstrating that is quite possible for the middle aged man to learn a new trade under capable and proper instruction.

Instructor Goodey is most enthusiastic about his work and has that happy and rare gift of being able

to get his pupils to that stage where they are constantly striving and eager to learn more.

He claims that the returned man who has chosen shoe-making as his vocational course for civic re-establishment—and it must be borne in mind that each man chooses what course he shall take—is much quicker to learn than any apprentice in his 'teens. He says the men seem to appreciate the seriousness of the subject—that it means a fresh start in life to them, and they are eager and always trying to learn something new. While there is often a side-tickling joke of some kind being gently handed around the class there is an entire absence of any skylarking and rigid discipline is observed during instruction hours.

The Commission is most liberal in handling the classes and each pupil has a complete set of hand tools and an individual work bench in addition to the general equipment of the class. In order that the equipment might be as complete and accurate as possible



Shoemaking classes at the Winnipeg branch of the Department of Soldiers' Civil Re-Establishment. Since this picture was taken the class has been enlarged to thirty pupils and a U. S. M. repair outfit installed

the assistance of the United Shoe Machinery Company's experts was sought by the Department of Soldiers Civil Re-Establishment and a standard list of tools and equipment was drawn up for each class. Just to prove that their heart was really in this undertaking, the United Shoe Machinery Company of Canada, Limited, designed and built ten of the largest Goodyear Shoe Repairing Outfits and presented them to the Commission without any charge for this educational work. Each outfit was equipped with the latest electric heated Goodyear stitcher, and in most cases the outfits were installed and instruction given also by one of the Company's experts without charge.

One of these outfits has been placed in the Win-

New Price List Adopted by Toronto Repairmen

Half Soles							
	Men's	Women's	Boys 2 to 5	Youth's 11 to 2	Misses 11 to 2	Child's 8 to 10½	
Sewn Half Soles, Goodyear Welts.	\$1.50	\$1.25	\$1.25	\$1.10	\$1.00	\$0.85	
Nailed Half Soles, Goodyear Welts.	1.25	1.00	1.15	1.00	.85	.65	
Turns	2.00	2.00	1.25	1.25	1.25	1.00	
Fibre, sewn	1.50	1.25	1.25	1.10	1.00	.85	
Toe Pieces, sewn or nailed	.50	.35	.40	.35	.35	.35	
Side Pieces, sewn or nailed	.50	.35	.40	.35	.35	.35	
Whole Soles							
Leather Whole Soles and Heels	\$2.75	\$2.75	\$2.50	\$2.25	\$2.25		
Fibre Whole Soles and Rubber Heels	2.75	2.75	2.50	2.25	2.25		
Fibre Whole Soles and Spring Heels	2.75	2.75	2.50	2.25	2.25		
Whole Soles only	2.50	2.50	2.25	2.00	2.00		
Heels							
Heels Straightened, regular	\$0.50	\$0.35	\$0.30	\$0.25	\$0.25	\$0.25	
Heels, Orthopedic, Straightened, regular	.75	.60	.50	.30	.30	.30	
Heels Straightened, and Rev. Rubber Heels	.80	.50	.50	.50	.50	.50	
Heels Straightened and Quarter Rubber Tips	.75	.50	.50	.50	.50	.50	
Rubber Heels, Ordinary	.60	.50	.50	.50	.50	.50	
Rubber Heels, Solid	.75	.65	.65	.65	.65	.65	
Toe Caps							
Toe Caps	50c. to \$1.25						
Miscellaneous							
New Heels	\$1.25 up	New Elastics, per set					\$1.00
Changing Wooden Heels to Leather Heels	1.00 up	New Welts, all round					2.00
Patches, sewn	.25 up	Hob Nails, sole, heel and shank					.75
Patches, cement	.35 up	Hob Nails, sole only					.50
New Counters	1.00 up	Refinishing Soles for stock, up					.25 up
Heel Lining, Oxfords	.50	Buttons, with fasteners					.15-.25
Boots	.75	Buttons, sewn by hand					.50
Triangle Plates, one in each heel	.30	Back Straps, up					.50
New Vamps, men's	2.00	Dyeing, up					.50
Skates							
Skates put on with screws			\$0.35 up				
Rivets, each			.10 up				
Skates sharpened			.15 up				

nipeg shoemaking classes, and others are at Halifax, Montreal, Toronto, Kingston, Calgary, Vancouver, and Esquimalt, B.C.

Where possible each pupil is sent for a finishing course, in order that they may learn the hundred and one things first hand that crop up in the average shoe repair shop, and with this end in view men are sometimes placed with established shoemakers and repairers as apprentices or improvers, and in many instances have quickly proved their worth. Ex-Sergeant Goodey is at all times pleased to hear from established shoemen who would like to secure the services of one of these men in their business, the idea being that in many cases they so demonstrate their worth that they become a permanency on the staff, which is achieving the very purpose of the Department of Soldiers Civil Re-Establishment.

In some cases it is thought more desirable to start the finished pupil up in a business of his own, and in this every assistance is given the prospective shoeman by the officers of the Department. In many cases they encourage the men to locate in the smaller towns which have no shoemakers' shop and attention is given the fact that their business shall conflict as little as possible with the shoemaker who is already established.

One thing that is sought more than anything is a public interest and understanding of this great movement and a realization that these men do not want a position or work for charity's sake, and in the words of T.B.K. in the Vocational Summary, "Our whole aim is to so train the men that they will hold the jobs because of their efficiency and not because of any compassion for them."

Common sense solves many a deep puzzle.

Courtesy is to business what the pneumatic tire is to the automobile.

Selling Shoe Repairing

THE Trade Promotion Bureau of the National Leather and Finders' Association of the United States has prepared a new pamphlet which is being mailed to shoe repairers throughout the country. It contains two short talks to the repairer—one on the subject: "The Shoe Repair Shop a Supply Depot," and the other: "Salesmanship." The following are extracts:

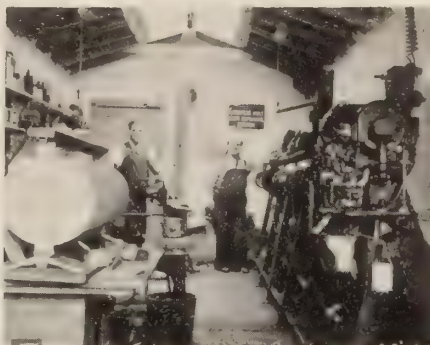
"Selling" to the customer is the one vital thing in business. A customer comes into your shop to have his shoes repaired. He may think he knows just what he wants in the repairing line, but it is up to you to sell him what he finally gets. Merely doing shoe repairing is the mechanical part of your business. Selling shoe repairing is the profit end of your business. Sell as much of it as possible to every customer. If you can, always sell him a quality job. If your customer asks for cheap work, show him where he is making a mistake. Show him that a quality job will double the life of his old shoes. If you "sell" him, he will pay the price without a kick.

As a salesman, show him what you know about shoe repairing and remaking shoes. When you sell him a quality job, give him good stuff in the job and give him a finished job. This will make him like what you sell him. Good materials and good workmanship make a quality job. Then, sell him his other wants.

If your customer has "foot troubles" you will know it as soon as you look at his old shoes. Sell him what you have in stock that will relieve those troubles. Every time you sell such a customer something that will make his feet comfortable, you have added a new customer and a new friend to your list. Such a customer will come back for more of your service. If you learn that you have not got just what your customer needs in your stock, tell him you will get it for him



Mr. Swanson's new store, corner First and Main Streets, Edmonton, recently equipped with a new U. S. M. Goodyear outfit; Model N with electrically heated stitchee.



Interior of Mr. Swanson's shop. Mr. Swanson, on the left, is a Scotchman, and prefers to be known as "Scotty the Shoeman"



Goodyear Shoe Repair Company, Edmonton, Alta., Mr. James Gardner, proprietor. The slogan of Mr. Gardner is: "Don't hope for the best—get it."

and then put it up to your jobber to get the particular article for you.

Why should your customers go to a grocery store or a drug store for shoe polish or shoe laces or for any other article that is used in connection with the wearing of shoes? You know, every time your customer does this, he leaves the profit on these goods with the grocer or the druggist. There is no reason at all, why you should not get this business and the profit made on it. Every time you sell a job of shoe repairing, you have got a customer for these things right in front of you. Use salesmanship and sell him.

Don't be afraid to ask your customers to buy what you know they need. Your customers like to have you show an interest in their wants. Salesmanship on your part will reveal these wants to them. All of them won't buy. Nobody sells every customer he tries to sell. But, every time you sell a customer, you make a profit and you lay the ground work for future sales. Sales will increase the volume of business you can do and increased sales means "more money."

Using salesmanship with your customers will make them more friendly to you. You will get better acquainted with your trade. They will think of you more and recommend their friends to you for shoe repairing and foot comfort and appearance. You will become more useful to the general public. Your shoe repairing business will grow in proportion to your salesmanship. Your increased business will inspire you to make your shop inviting to the public. You will bring your business up to the level of other stores in your neighborhood. Shoe repairing will take the

place it should be in. The shoe repair shop will not be merely a mechanical shop, it will be a place for business, because salesmanship has become a part of it.

Many shoe repair shops, and even retail shoe stores, do not make any great effort to sell findings or foot comfort appliances to their customers. They should be the natural distributing points for such articles.

The corner grocery and the drug store take far more of this trade than one would think.

The Trade Promotion Bureau was organized for the purpose of educating repairers along these lines, and to the necessity of securing fair prices and giving business-like treatment in return. It is up to them to make the general public realize that they are proper sources for shoe supplies.

Salesmen who reach these two branches of the trade are helping to spread this propaganda. Jobbers of leather and shoe findings are also interested in the movement, and no doubt this will result in increased stock and sales for many repair and retail shoe stores.

Repair Shops Rushed

A LARGE Toronto shoe repairer stated that never before in his history as a shoemaker had he had so much work to do with so little help available. This seems to be the state of affairs in all shops just at the present time. It is next to impossible to get men and those working are very independent, staying away whenever they feel like it. One repairer told us he couldn't very well remonstrate with them as he was only too glad to have them on the job when they felt like it. It was either that having them leave altogether. A member of the Toronto Association expressed the hope that repairers would not slash through their work too hurriedly during the rush. While it would be impossible to put on all the fine little touches recommended for repair shops they could at least strike a happy medium, thus keeping the standard of shoe repairing as high as possible.

A shoe retailer in British Columbia recently stated in his advertisement: "We will mail any pair of shoes on receipt of remittance. And note: if you have an Eaton or Simpson catalogue beside you for fall, cut out the boot, shoe, rubber or slipper you fancy and remit to us the price in the catalogue and we will mail to you shoes that will compare with cut, or refund the cash. Is that a fair, square, sporting offer from your own province? Think it over."



Float of the Square Deal Shoe Repair Company, 16 Chatham Street, Windsor, in recent Windsor Fair parade

Method Used By Large Montreal Store For Keeping Track of Stock—It is Said to be Simple and Efficient

WE have on previous occasions given details of the stock-keeping methods of Canadian and American shoe retailers. Some were of the most simple character and others more complicated. Inquiries among the smaller retailers elicited the information that they had no system, or at least anything which could be so designated. They had either a very rudimentary plan or relied on memory. Some stated that they had tried systems, but found them either too complicated or liable to mislead, and had given them up in despair.

A large firm of Montreal retailers installed systems for keeping stock in great detail, but the result was not satisfactory, and although the theory was excellent, in practice the systems failed to attain their objects.

This firm has now adopted a simple plan which we are assured is proving very efficient. It entails only a small amount of work, and has the advantage of enabling the manager to quickly ascertain not only how the stock is standing, but what lines are the good sellers, and at the same time keep forward stock sorted up at all times.

When goods are received, the various lines, with cost prices, expenses and duty (if any), lowest selling and selling prices are entered in a stock book, together with the store numbers, which correspond with the numbers on the cartons. A new number is allotted to any lines not previously carried. A full range of sizes is placed in the store for sale, and the balance remains in the reserve.

From the daily sales slips, the cashier makes up

a list each day of the sales, stock numbers, sizes, widths, and prices, which goes to the stock clerk. A record is also kept, taken from these sheets and entered into an ordinary fifteen cent time book; which is so ruled that it shows the number of pairs sold each day, and by totalling them up at the end of each week or month a good idea is obtained of which lines are selling, and also, the most important of all, which lines are **not** selling. The stock clerk ascertains from the list the various goods that have been sold, and each morning sends missing sizes to the various departments. On receipt of goods they are entered in the stock book in the ordinary way, and if there have been changes in the buying or selling prices they are duly noted.

The manager also keeps a record of the monthly sales. This shows the number of each line sold, the sizes, and the prices—enabling him to tell at a glance the goods that are selling freely and those that are slow sellers. This book is made up from the daily record referred to above.

At the end of the year a list of the monthly sales, prices, etc., are made up. This gives the description of the shoes, total number of pairs sold of each line, and total takings. The manager is thus in a position to note the difference in the monthly sales, and as the lists are filed can ascertain how business stands as compared with the corresponding months of previous years.

When goods are sent out on approbation or c.o.d., the clerks enter the particulars on different colored sales slips to those for cash transactions.

	DESCRIPTION	Maker	Date of Cost	Factory Price	L. D Cost	L. S. Price	Sell. Price	No
O	Tan Calf Bal. Baniken East	Smith & Lynn	Oct 2/18	5.00	7.00	10.50	11.00	102
		"	Oct 15/18	6.00	8.40	12.60	13.00	
O	Black Calf Bal. Como East	Joneston & Quebec	Oct 2/18	4.00	4.00	6.00	6.00	103
		"	Oct 15/18	5.00	5.00	7.50	7.50	

Method of entering goods in the stock book, described above

Does the Turn Shoe System Need Perfecting?

By Robert Sutherland

IN no branch of modern systems has more unsatisfactory results continued than in the making of turn shoes sewn by machinery. No apparent remedial effects have been made and the defective structural methods go on continuously. Retailers and wearers alike are the sufferers, imperfect sewing, and too deep channeling being the prime causes of failure. Repairing must be resorted to after a very short time in wear.

The sole wearing through its too scant substance at the bottom of the too deep cut channel. Or ripped sewing while the finish is still fresh on the shoe. What can be more deplorable than for a retailer to be indignantly called upon to repair or to give a new pair for a shoe probably not worn more than a couple of days. To narrate in detail all difficulties, worries, and vexations attending the damage and repair of turn shoes would be a long statement. Besides, shoe repairers have set their faces against this work, and absolutely refuse to do it in the way in which it should be done, and will only undertake to do it in an easy and makeshift way, the results of which are usually an aggravating failure. Those qualified to decide assert that the machine will not work in other than a deep-cut channel, which causes a flexibility in the sole and lessens the strain on the sewing. In this case the system is placed between the "evil one and the deep sea." The sewing will rip and the sole will quickly wear through the too deep cut channel. In either case re-sewing or half-soling must be done. It is high time for mechanical experts to get busy in this matter on the necessary improvements for satisfactory turn sewing in a shallow channel as in hand sewing, where sufficient substance is left in the sole. Compared with a hand-sewn, horizontal seam, the machine sewn must be less level owing to the chain formation of the stitch, which is three times the thickness of the thread used. For this reason I am impressed that a too light thread is intentionally used, and for the purpose of flexibility an insufficient tension on the thread in the sewing operation, thus sacrificing utility to smoothness and flexibility.

The following will serve as one sample of what retailers and customers are subject to in this line. A number of customers are being served and the staff fully engaged when a lady enters and unfolds a boot, but slightly worn and ripped, usually at the forepart of the ball, or broke through at the channel. With a few sentences of well-directed fault-finding says: "I want this fixed the same as when I bought it, a new pair, or money refunded." What are you going to do about it? What is considered the lesser evil is usually chosen and a promise of repair humbly made. Now, there is but one way of doing it right, and that is to turn the shoe and sew it securely back in the same holes, upper and sole, to effect a correct replacement. Now the turning of a turn boot with narrow

and stiff toe and narrow width and probably small size is one of the most difficult and aggravating operations known to shoemakers. Very few of those left in the trade can be induced to undertake it. The sole must be damped, the pulling, twisting, bending and strain which it undergoes is very severe and liable to further damage before it can be resewn. After which it must be returned outside out and re-lasted on a last the same size and style as that on which it was originally made. Great care, patience and skill must be used to the utmost. As already stated, turning and re-sewing in the same holes is the only correct method, but it is vexatious. But makeshifts are adopted which result in failure. An attempt is made to fasten a turn rip by driving a few fine tacks opposite the rip, these cannot be driven to fasten the upper as it was trimmed close to the sewing, so the next man to whom it is taken will have to pull them out, as they are useless and in the way. Link stitching for this is often adopted, but a very difficult operation. Half soling turn shoes is a complete failure unless they are turned and soled again, resewn by hand, as the machine sewing weakened by wear and unfit to bear the strain of the additional sole breaks away the sewing and leaves the boot useless.

I offer a suggestion to manufacturers as an intermediate remedy, while others are being made in the matter of a shallow channel and sewing of turn work that will stand the tests required of it. Instead of trimming the upper close to the sewing, leave a margin of $\frac{1}{4}$ to $\frac{3}{8}$ on, and while on the last securely cement it to the sole, so that will keep in place during the turning and second lasting operation. Objection to the overlap forming an unevenness around the edge of the sole, but this can be overcome in the sock lining. Should ripping occur the upper margin will prove most useful in mending a rip or break. This suggestion should prove a start. I feel that no leading points have been omitted. I have been hand-in-hand with them all, and after many years on the turn shoe damage treadmill I emphatically urge a perfecting of the system, or its entire abandonment.

[A discussion on Mr. Sutherland's remarks will be printed in our November issue. Have you an opinion to offer—either for or against? If so, send it in.—Editor.]

New Canvas Innersole

L. S. ODELL, Shaughnessy Building, Montreal, has just put on the market Odell's patented canvas inner sole, which is manufactured in a well equipped two-storey factory at St. Germain Street, Montreal. Several advantages are claimed for this material. It is thoroughly waterproof, the preparation being applied to both sides of the canvas. The sole has an even surface, and is made of a regular weight canvas; the latter is economical to cut, being in lengths of two yards by one to $1\frac{1}{2}$ yards in width. The sole is also manufactured with a surface of white felt, cemented or pasted on to the canvas, making a cushion insole.

"Courtesy First" is a mighty good slogan for better merchandising.

Credit—A Friendly Charity

THE attitude of many retailers on the credit question was recently explained before a convention of Michigan retail shoe dealers. Opinions were unanimous that a great amount of credit losses were due to friendship, and, discussing this point, a retailer said: "Whenever a friend of mine asks for credit for a pair of shoes, if I consider the case worthy I gladly consent, but when he goes out, instead of entering the transaction in my ledger, I have a little red book in which I enter the transaction, and alongside of the name I put the words: 'friendly act.' Then at the end of the year I take a great deal more satisfaction in looking this little book over than I would over several bad accounts on my ledger, for I feel that I have done a few charitable acts at least."

Another retailer said: "I have been in the shoe business for 15 years, eight years of which time we did a strictly cash business. After extending credits I find that most of my losses were due to friendship. I then became a member of our Credit Association and all applicants for credit had to fill out the application blank of the association and I would allow no credit until the applicant was fully investigated and approved. The result has been that our losses have been very small. A man worthy of credit does not hesitate for a second about filling out one of the blanks and giving

way he was handling it at the present time and had found it very successful. He engaged a third party to handle the proposition entirely, setting certain rules, one being that if an account is not paid in ninety days no more credit is allowed, and at the end of the last year found that on a business of \$125,000, with \$11,000 in credits on the books, less than \$350 of that amount had run for over sixty days.

Several other dealers explained how they met the situation, one stating that in carrying credits of from five to six thousand dollars in a business ranging from thirty to fifty thousand, they had only lost one-half of one per cent. If the amount was not paid at the end of 30 days a letter was sent requesting payment, and then, if no settlement was secured, it was followed by a personal call.

Other systems described included letters followed by telephone calls, but one which was said to be 100 per cent. efficient was to call attention to the account by letter, followed by two more letters. Then, if there is no result, a post card is sent, on the back of which is printed in large letters: "I would like to see you in my store tomorrow morning," followed by the retailer's name and address. After the second card it was invariably the rule for the delinquent to telephone to find what it was all about. The only reply given would be that he was wanted in the store the next morning. Then the customer would request that no more cards be sent, but the retailer would reply that cards would be sent until the customer came into the store. In every case so handled the customer would come in and settle the bill.



At the end of the year found he had accounts on his books amounting to \$900—and his capital was exactly \$1,100

the information desired. The man who does not want to do this you can depend on is not a good risk. In order to reduce our overhead expense, however, we have now decided that we will not open any new accounts as long as the war lasts, and we are planning to discontinue our credit business entirely until after the war."

A third retailer stated that he started in business about thirty years ago with about \$1,100 in capital. He immediately started to give credit and at the end of the year found he had accounts on his books amounting to about \$900. This on a capital of \$1,100 was a rather serious proposition, and in endeavoring to make collections secured about 90 per cent. promises and 10 per cent. cash. The result was he cut out giving credit. He was of the opinion that the credit problem for a dealer in a small town was a tough proposition, due to the fact that he was dealing almost entirely with friends and people he knew, while the solution of the problem in the cities was to get a third, disinterested party to handle the credit end of the business entirely. He explained that that was the

Franklin Lace Tipping Machine

A lace tipping machine has been brought out by the Franklin Machine Company, Inc., 189 Charles St., Providence, R.I., under the name of the "Franklin Tipper," which puts perforated tips on laces and tapes of any kind. Any lace up to 144 inches in length can be measured and tin for the tip up to $1\frac{3}{4}$ inches in width can be used. The tip is made of rugged mechanism, but provides for very fine adjustments and features of special interest. Knots in the lace can cause no damage to the machine on account of a special device which stops the machine the moment a knot passes a certain point. The machine is entirely automatic and power-operated.

Fleet Foots for 1919

The Canadian Consolidated Rubber Company have just issued "Foot Prints" for September, which contains the 1919 catalogue of Fleet Foot shoes "for every sport and recreation." A number of new lines, including Oxford styles, are shown and the range is very complete and comprehensive. The issue is splendidly illustrated.

The Miner Rubber Company have issued an attractive little booklet illustrating and describing Greyhound canvas shoes for 1919. It is splendidly illustrated in colors, showing some very smart models.

We know a retailer who turns his stock four times. Is it you?



Some Dependable Facts About 1919 Felt Season

BY

The Cobourg Felt Co., Limited

Makers of the K.B. Brand Felt Footwear

For the coming 1919 season Wool will be very scarce and hard to get.
Felt will be scarcer.

We manufacture all our own Felt and have sufficient material provided for to make a good 1919 start.

We haven't got the biggest Felt Shoe Factory in the world, just yet, but a nice size modern plant about large enough so that the Boss can see pretty nearly every pair going through, and he knows all about Felt Shoes—been making them for nearly a third of a century, and he isn't so old at that, just started young.

We do not advise a rush to place large orders—buy as conservatively as possible so that the limited product will go around, **but buy the Best.**

There will be a certain amount of Wool available for Felt Shoes. It will make a limited quantity of **good** Felt Shoes, the **K.B. kind**, or it will make twice as many inferior ones. We will make the **K.B.'s** and they will be good.

While from necessity the Felt Shoe production for 1919 will not be large and we could dispose of our whole capacity to a few big customers, we desire the **K.B. Felt Shoes** should have a wide field, and that as many Retailers as possible will know them.

Not all Jobbers will carry **K.B. Felts** because we couldn't make them in sufficient quantities and make them of **K.B. quality**, but the leading Jobber in nearly every Canadian city where shoes are sold wholesale will have **K.B. Felts**.

Ask your Jobber for the **K.B. Brand Felt Footwear** for 1919 season. There are none better.



The Cobourg Felt Co., Limited
Cobourg, Ontario

A. J. KIMMEL
President

A. W. YOUNG
Secy.-Treas.

A. C. KIMMEL
Manager



Difficulty in Getting Goods

IN many retail stores visited during the past couple of weeks the difficulty of getting goods was touched upon. A retailer who has just been over to Boston states that it is almost impossible to place an order of any size for delivery within a reasonable length of time. This applies to most of the factories in the United States, and, we are informed, the situation is even worse in Canada. It would seem, on the surface, that the great shortage of labor in all domestic industries is now beginning to be felt. The manufacturers say they can't get the material nor the labor. Manufacturers of the material, and tanners, have the same complaint, and so on all up and down the line. Transportation facilities are few and render a bad situation worse. A Toronto retailer cited the case of an express shipment from Rochester to Toronto taking twenty-three days. Another retailer told of a large order he had placed some time ago with a United States firm, which was now ready for delivery. The maker approached him and offered a bonus of 12½ per cent. if he could get along without the goods and would cancel the order. The retailer compromised and allowed the manufacturer to keep half of

the order, receiving a credit of 12½ per cent. of its value. It is noticeable, however, that all stores seem to be well stocked which appears to slightly contradict the generally expressed complaint of shortage. Doubtless the whole situation is akin to the coal problem last winter—many householders were not actually without coal during any part of the winter, but it was a continual struggle to keep the bottom of the bin covered.

Advance in Prices

Many sharp advances in price have been noted during the past few days—in some cases as high as 20 per cent. on staple lines. A retailer told us that he was finding it necessary to pay more attention to buying shoes that could be sold for what the public would pay, strenuous objections being encountered in asking the increased prices on the better lines.

A large Toronto shoe repairer installed two stitchers—one for men's work and one for women's. The machine working on men's heavy shoes is entirely unsuited to switch over to women's fine work, and he believes the only solution in the large shop is to have two stitchers.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Thomas Sisman, of Aurora, spent a few days in Toronto recently.

Mr. Duffield, of John MacPherson Company, Hamilton, spent several days in Toronto recently.

Mr. Ed. Lewis, leather merchant, Toronto, has left on an extended business trip to Eastern Ontario and Montreal.

Charles Duclus, of Duclos & Payan, was in Toronto recently calling on the trade with their representative, Mr. Ed. Lewis.

Bruce Sutherland, of R. G. Long & Company, Toronto, has just returned from a buying trip to India, where special arrangements have been made whereby the company control the supply of mossasin skins from this country, which is where the best skins are produced. R. G. Long & Company are the largest manufacturers of moccasins in the world, and with these arrangements made they are in a position to take care of a large demand.

Duchaine & Perkins, Quebec manufacturers of men's, boys', youths', women's, misses' and children's McKays for the jobbing trade, are opening a sample room in the Eastern Township Bank Building, Montreal, for the convenience of jobbers visiting Montreal. Mr. Perkins will visit Montreal practically every week.

R. M. Fraser, wholesale leather and shoe findings, Montreal, has registered.

Ed. Lewis, leather merchant, 45 Front Street, East, Toronto, spent a few days recently at Lake Skugog, fishing and hunting. Like all good fishermen Ed. says he had to hide behind a tree to bait his hook, the fish were biting so good.

Charles E. Slater of the Tally-Ho Shoe Company, Quebec, who has been ill for some time, is now slightly better. His many friends will wish him a speedy recovery.

Charles Cooper & Son, Company, are opening a shoe factory at Arthur, to make a line of youth's, misses' and

boys' screw boots. A by-law was passed unanimously by the town to grant certain concessions. The company will employ twenty hands at the first and expect to take on more a little later.

The trade in Quebec among the manufacturers is excellent. Mr. Belanger of Marier & Trudel Ltd., report that his firm are securing very satisfactory orders in medium McKays and stitchdowns.

Louis Adelstein, shoe retailer, Montreal, was one of the captains to raise \$25,000 for the Young Men's Hebrew Association, to erect a building.

George M. Jenner, who for many years conducted a successful retail and repair shoe business on River Ave., Winnipeg, is back again in the city after a two years' absence. Mr. Jenner is now located at 122 Osborne Street, close to his former location, and has opened an up-to-date store, carrying a full line of footwear for men, women and children.

Mr. A. C. Clark, sales specialist, was in the city for a few hours, recently, and reported having conducted successful sales for shoe merchants recently in Sault Ste. Marie, St. Catharines, Milverton and Haileybury. He left for Huntsville.

Lyman A. Thompson, shoemaker, Lajord, Sask., has discontinued business.

Lagace & Lepinay, Quebec, are now engaged on an extensive Government order, and are also busy on orders for men's, boys', youths' and little gents' McKays for the jobbing trade. The factory is one of the largest in Quebec.

The War Purchasing Board has given out orders for an additional 400,000 pairs of army boots, of which 200,000 are the British Army pattern trench boot, and the balance the Canadian ankle boot. The price is stated to be \$6.00 per pair for the former and \$5.40 for the latter.

O. M. Brooks, representative of the United Shoe Machinery Co. of Canada, has returned to Montreal after a six months' trip in the West. He states that conditions in the

For the Credit of Canada !

BUSINESS is good in Canada. More men and women are now employed than at any other period in our country's history.

Many millions of dollars are being expended annually in Canada.

A large proportion of this money is paid out in wages—large sums go to our farmers.

Our well-paid workers and our prosperous farmers turn over much of their large incomes to the merchants from whom they obtain their household and personal requirements.



But there is another side to the picture.

For four long years we have been defended by an army so brave and so well-equipped that it is called, with reason, "The most formidable weapon of its size on any fighting front."

To maintain that army costs money—and the money must

continue to come from the Canadian people.

Not as a gift—but as a loan.



The merchants of Canada must subscribe their share of that loan—must provide their fair proportion of the money that is to maintain our fighting strength, our industrial activity, and our farm prosperity.

You know that Canada cannot continue her splendid effort without money, the super-weapon in this war.

You know that Canada's Victory Loan 1918 provides an opportunity of lending your money to help win the war—and it will come back to you plus a high rate of interest.

**Be ready then—to buy Victory Bonds.
Buy all you possibly can.**

West are splendid, that business is now on a solid basis, and that the shoe retailers and repairers are having a good share of the revived trade.

H. Frechette, formerly purchasing agent of the Regina Shoe Co., Montreal, has joined the staff of the W. A. Marsh Co. Ltd., Quebec.

J. E. Pare, sales manager of the Star Shoe Co., Maisonneuve, has been calling on the trade in Toronto, London, and other Ontario points.

After seven weeks' absence due to an operation, Mr. R. E. Jamieson, director in charge of sales, Canadian Consolidated Rubber Co., Montreal, has returned to business. Mr. Jamieson is now rapidly recovering from his illness.

Toussant Lasalle, who was for 15 years with F. X. Lasalle & Co., Montreal, has purchased the retail shoe business of J. A. Pinet, 1909 St. Lawrence Boulevard, Montreal.

J. E. Samson, Enr., reports large orders for the firm's well-known hockey boot and also a good volume of business in medium McKays, stitchdown and pegged goods, which are sold to the jobbing trade. The firm make a specialty of men's strong shoes.

Geo. G. Gales, president of the Montreal boot and shoe section of the Merchants' Retail Association of Canada, has been on a buying trip to New York, Boston and Philadelphia.

J. P. Lacerte, a partner in the Sun Shoe Co., jobbers, Montreal, was recently in Quebec calling on the trade. He formerly represented Dufresne and Galipeau, Montreal.

J. A. Hammill, who represents the Wayland Shoe Company, Montreal, was among recent visitors to Quebec City.

Congratulations to Mr. H. Bergeron, accountant for Messrs. Gagnon, Lachapelle and Hebert, shoe manufacturers, Montreal, on his marriage to Miss Eva Sasseville.

Canadian Leather Products, Limited, Toronto, have purchased the leather manufacturing department of Flett-Lowndes & Company, Limited.

The service flag of the Regal Shoe Company, Toronto, shows that 24 employees are serving their country—six of whom have "gone West."

Joseph King, president of the Toronto branch of the Boot and Shoe Workers' Union, has resigned.

H. Thompson, of the Thompson Shoe Company, Montreal, was recently in Toronto, showing some lines at the Queen's Hotel.

Mr. Martin of the John Ritchie Co. Ltd., Quebec, who has been connected with the firm for nearly twenty-five years, is on a trip to the Eastern provinces. The firm have received some good orders for their men's welts and canvas shoes.

Harry Dallas, representing the Western Shoe Company, Kitchener, Ont., has just returned from a trip to Montreal and the Maritime Provinces, and reports a very satisfactory trip.

The shoe business of A. H. Reid, Grandview, Man., has been sold to A. L. Henry.

H. Manuel, shoemaker, Calgary, has sold his business and moved to Vancouver, where he will open in the same line.

G. F. London, formerly with Ames-Holden-McCready, is covering part of the Maritime Provinces for E. J. Fleetwood, manufacturers' agent.

J. A. Chatelle has severed his connection with the Eureka Shoe Company, Three Rivers, Que.

C. A. Pearce, a returned soldier, has opened a shoe repair shop on Main street, Springhill, N.S. He was formerly

a coal miner but service in the military had rendered this work impractical. He was advised to take the shoe repairing course in the Department of Soldiers' Civil Re-Establishment and succeeded so well that he was able to open a shop immediately on finishing the course.

D. McTavish has joined the sales staff of the Tebbutt Shoe & Leather Company. He was formerly manager of Eaton's Shoe Department at Winnipeg, and went overseas with a Toronto battalion. He was wounded in the hip and returned recently.

Edmour Brosseau has joined the sales staff of Daoust, Lalonde & Company, Montreal. Mr. Brosseau was formerly with Corbeil, Limited, and the Walk-Over Shoe Company. He will represent Daoust, Lalonde, in Montreal and district.

C. N. Saba & Company, Toronto, have added to their line of moccasins a complete range of men's, women's and children's shoes. Mr. W. J. Bell is representing the company in Western Ontario.

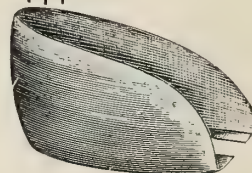
James Robinson, the well-known Montreal jobber, has been out on the road through Eastern Ontario, renewing old acquaintances.

Wanted by Traveller covering large and small towns in Alberta and B. C., a sideline of boots and shoes or both preferred. McKay or standard screw. Commission basis. Can give first class references. Box No. 212, Winch Bldg., Vancouver, B. C.

AGENCY WANTED

An able, experienced salesman wishes to represent in Toronto and district, a footwear manufacturer who is seeking to enlarge his trade in that district. Commission basis. Box 801, Footwear in Canada.

COUNTERS and BOX TOES



Our fibre, union, and all leather counters and leather box toes are being widely used by manufacturers who want the best.

They stand for good footwear and give strength, shape and long wear. Ask for samples.

LAMONTAGNE, RACINE & CO.
115 ARAGO ST.
QUEBEC

A. C. CLARK

Canada's Leading Sale Specialist

Has a few dates open for personal services in 1919

Turn your surplus stock into cash before prices begin to recede.

Sales conducted personally or by mail.

Stocks purchased outright

491 Brunswick Avenue, Toronto, Ont.

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN

20 Maud Street - TORONTO

COTTON THREAD

Cotton Thread has been used by manufacturers of high class shoes for years with good results. It is no experiment. Canadian makers welcome this thread. We are in a position to make shipments of any quantity. Cotton thread works well and wears well. It is firmer than linen and has a lustre that suits tan and colored shoes. We will ship you a liberal sample for trial. If it is not satisfactory the sample costs you nothing.

Use it in place of Linen Thread. The results are equally as good or better.

The A. G. Mooney Company

220 Lemoine Street - MONTREAL

SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

Butts in Gun Metal—Dull—Glazed

Head Office
491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.



ALPHABETICAL LIST OF ADVERTISERS

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Dunlop Tire & Rubber Goods Co.	18				
Dupont & Frere	6				

The Lady Belle Shoe

fine McKays

The popularity and leading position of the Lady Belle Shoe is decidedly due to the fact that it combines: Good Sense, Good Wear and Good Fashion. Our salesmen are now booking orders for our spring footwear and will be pleased to show you the latest lasts in Patent, Kid and Calf leathers, also fabrics.

They well deserve your attention.

Write for Catalogue.

**The Lady Belle Shoe Co.
Limited
KITCHENER - ONTARIO**

100 Years of Good Shoemaking



No. 315
MEN'S PATENT PUMP, TURN

MENS, BOYS, and YOUTHS
TURN PUMPS and OXFORDS

—Now in Stock—

PATENT AND DULL CALF

Men's B-D, Sizes 6/11	...	\$3.25
Boys' C-E, Sizes 2½/5	...	2.75
Youths, C-E, Sizes 11½/2	...	2.25

BOSTON OFFICE—110 Summer St.

L.B. EVANS' SON CO. WAKEFIELD, MASS.

Ready for Jobbers

The New "EASTERN" Shoe Lines for Spring, 1919

They are replete with commendable features. No uncertain seller amongst this variety for Misses, Children and Infants. A look at some of these models will give you an idea of the possibilities offered you.

Write us now.

**The Eastern Shoe
Manufacturing Company**

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

We Can Save Money for You on Your
Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.
of Canada, Limited
TORONTO ONTARIO

BOOKS FOR SALE

Store Management, an illustrated book of 252 pages, by Frank Farrington, price 50 cents.

Advertising by Motion Pictures, by Ernest A. Dench. Just published—255 pages. Price \$1.00.

Footwear in Canada 347 Adelaide St. W
TORONTO

TORONTO HEEL CO.

Manufacturers of

All styles of Heels in Leather
and Composition

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company
13 Jarvis St., Toronto



Better Half-Soles NOW

THREE years ago Neolin was announced as a new and better sole material for shoes.

Since that time millions of people have read of and tested Neolin. Shoes with Neolin Soles are Staple in nearly every shoe store.

Now Neolin holds a broader field and doubles its usefulness. Now every pair of worn shoes—men's, women's, children's, any style—can have Neolin Soles. We have introduced Neolin Half-Soles.

You know that many of your customers come in and ask for a Neolin-soled job

You know that even when customers don't ask for Neolin Soles they readily welcome the suggestion.

Now you can give all Neolin's advantages—flexibility—longer wear—to custo-

mers who do not want to pay the price of a Neolin full-sole job.

You can sell them Neolin Half-Soles. You can give them a good job—the kind that holds trade. You can do the job as easily as you have ever done any job—Neolin Half-Soles can be nailed or sewn.

And you can increase your shoe-repairing business.

For just as Neolin is one of the biggest advertising successes in the country so will Neolin Half-Soles be liberally advertised.

We'll be sending scores of customers into your store asking for Neolin Half-Soles.

Are you prepared?

**The Goodyear Tire & Rubber Co.
of Canada, Limited**

TORONTO

ONTARIO

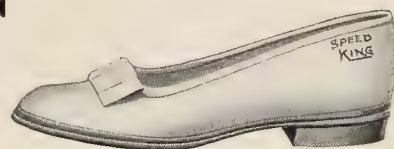
Neolin Half Soles

Make Sure of Them Now

**PLACING
SEASON
1918-1919**

SPEED KING SPORTING and VACATION **SHOES**

The past experience of the trade with these fast sellers has led to an early and unprecedented call on our new output. We are, however, well prepared, but the rate of demand behooves every retailer to place his orders at the earliest date.



The "Speed King" lines retain their high standard of quality throughout, and every retailer who stocks them liberally can look with confidence to a successful season.



Any of the following wholesalers can supply you:

Amherst Boot & Shoe Co., Ltd.,
Amherst Boot & Shoe Co., Ltd.,
E. A. Dagg & Company,
A. W. Ault & Company, Limited,
White Shoe Company,
McLaren & Dallas,
The London Shoe Company, Limited,
Kilgour, Rimer Company, Limited,
The J. Leckie Company, Limited,
James Robinson,
Brown Rochette, Limited,
T. Long & Brother,
Dowers, Limited,

Amherst, N.S.
Halifax, N.S.
Calgary, Alta.
Ottawa, Ont.
Toronto, Ont.
Toronto, Ont.
London, Ont.
Winnipeg, Man.
Vancouver, B.C.
Montreal, Que.
Quebec, Que.
Collingwood, Ont.
Edmonton, Alta.

INDEPENDENT RUBBER CO., Limited

Merritton

::

Ontario



THE RETAILER KNOWS

That Union Stamp shoes meet the demand of all the people all the time.

That Union Stamp shoes are the only shoes acceptable for the Union man and his family.

That Union Stamp shoes are made in all grades for every member of the family.

That Union Stamp shoes are nationally advertised in the labor journals of this country, creating a tremendous market for their sale.

That Union Stamp shoes bear one and only identifying mark — the official stamp of the Boot and Shoe Workers' Union.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

Boston, Mass.

JOHN F. TOBIN : : General President

CHARLES L. BAINE : : Gen'l Sec'y-Treas.



The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

JOBBER!

Get in on this Business

We can certainly "deliver the goods" for the spring demand on Misses', Children's, and Infant's shoes. There is genuine worth throughout these "Perfect" lines and a wide receptive market for the jobber. Include them in your new goods. A postal will bring you samples by return.

Perfect Shoe Co.
LIMITED

864 Laurier Ave. E.

MONTREAL

Jobbers Should Note!

New Castle

Quality  **Kid**

Supplies either glazed or natural surface, black or colored, this famous product is always reliable and uniform in quality.

Quantities shipped promptly.
Samples supplied.

WRITE DIRECT

New Castle Leather Co.
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.

KEEN CUTTING STEEL DIES

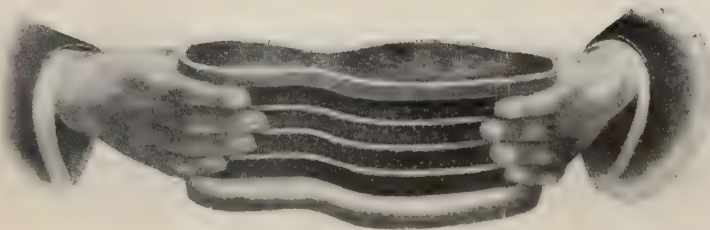
This patent Steel Die will make cutting safe always. There is no possibility of accident, no chance of jamming or slipping, and the results are always accurate.

Made by the largest Die Manufacturers in Canada.

JAS. CLELAND, REGD.

16 St. George Street,

MONTREAL



Footwear for Present Day Needs

JOBBER: There is a big turnover to be realized on Our New Lines of

Shoes for Men, Boys and Youths

Sound footwear in every respect, built on the knowledge of public needs and well worth your inspection.

Our Women's McKays are proving a great success as business getters.



No. 46

LAGACÉ & LEPINAY

22 ST. ANSELME ST.
QUEBEC



No. 50



HYDRO CITY SHOES

The Present Day strict demand for "Essentials" is making Hydro City Solid Leather Shoes more than ever

A POSITIVE SHOE STOCK ESSENTIAL

The emphasis placed on **STYLE**, together with the **KNOWN VALUE** of Solid Leather Shoes, places the Hydro City Line in a position to take care of a good volume of your trade. It has every good quality to warrant your concentrating your sales efforts in Staple Footwear on "Hydro City."

HYDRO CITY SHOE MFRS.

LIMITED

KITCHENER



ONTARIO

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

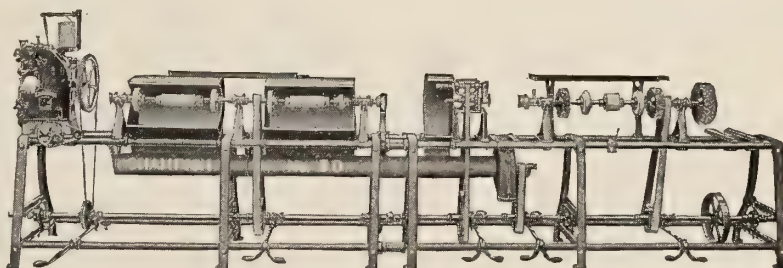
By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

Seven different types of Shoe, Harness and Auto Tire Stitchers.
Forty different models of Repair Outfits, consisting of Stitchers and Finishers.

Two distinct types of Nailing Machines.

Many different Models of Finishers.

A complete line of Double Tread Tire Machines.

Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

FINDINGS

Union Edge Cutters
Needles
Irons and Shields
Tacks and Nails
Emery Cloth
Dies

Scouring Rolls
Hammers
Oilers
Eyelets

Mallets
Abrasives
Cutting Blades and Handles
Hafts, Awl
Inks, Heel and Edge
Nail Dishes
Emery Wheels
Rivets
Yellow Label Hammers

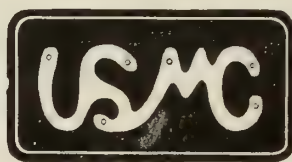
Casters, Shoe Rack
Oils, Lubricating

Oil Stones
Felt, Tarred

Cutting Boards
Amunite Paper
Nails and Tacks
Amazeen Knives
Drivers, Screw
Awls, Hand

Lasts and Forms
Ice Creepers
Metallic Heels
Iron Last Stands
Tack Pullers
Emery Cord
Dispensing Cans

BEARING THE



Trade Mark are BEST

**We carry the
largest
stock in
Canada
of which these items
are only a few**

Unco Cutting Blades
Nail Dishes
Iron Holders
Talc, Shoe
Edge Shaves
Detachers, Button

Sandpaper
Hooks, Shoe
Openers, Hand Channel
Eyelet Punches

Manchester Cutting Nippers
Alcohol Lamps
Cement, Rubber
Hand Brushes
Irons, Smoothing
Nail Sets
Edge Planes
Repair Outfits
Yarn Sections and Brushes

Cut Stock
Outfits, Eyelet

Oil Cans
Finishing Roll Covers

Calks and Tools
Awls, Welt
Nippers, Cutting
Awls, Handled
Devices, Tying
Adhesives, Hub

Leather Belting
Impression Wheels
McKay Sewing Needles
Impression Wheel Designs
Thread
Emery Wheel Dressers
Dressings, Block and Board

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide Street West,
 Toronto, Ont.

179 King Street West,
 Kitchener, Ont.

28 Demers Street,
 Quebec, Que.

FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz.; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOEZ MATERIAL. Also Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD Conn.

(Address either Office)

WORCESTER, Mass.

THE PHENOMENAL GROWTH OF THE SALES OF

GLOBE PILLOW WELT SHOES

IN MISSES', GROWING GIRLS', CHILDREN'S AND INFANTS SIZES

Proves: THAT THE GLOBE
PILLOW WELT SHOES are
what people have been waiting for
and want

THE LAST THING IN SHOE COMFORT

A MOMENT'S EXPLANATION OF THEIR
MERITS TO A CUSTOMER AND THE
SALE IS MADE

NO TROUBLE
TO SELL
THESE GOODS



Manufactured by
GLOBE SHOE LIMITED
TERREBONNE, QUE.

Selling Agents
L. H. PACKARD & CO., LIMITED
MONTREAL, P.Q.

PERFECTION



Counters
are
**TRUE
TO
NAME**

Made for durability from the best fibre, and guaranteed to outwear the life of any shoe.

One trial will show you what PERFECTION really is.

Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.
Maisonnette, Montreal

The Best and Most Durable
Shoe Laces Are Made
With Our
**Power Shoe Lace
Tipping Machines**

Send for Catalogue

Franklin Machine Company
PROVIDENCE, R. I.

WOOD HEELS

Made-in-Canada

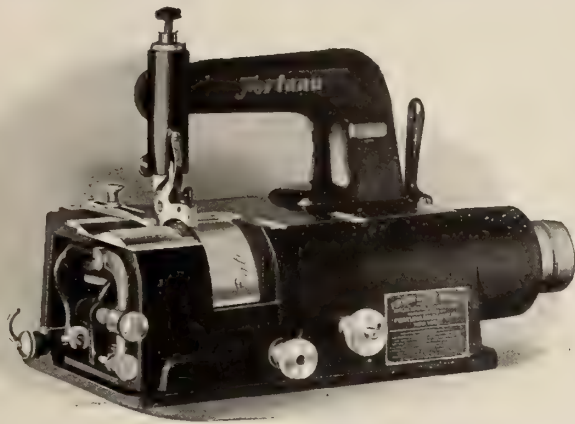
A complete up-to-date equipment for making Wood Heels is being installed at our factory and will be ready for operation on or about January first next.

Shoe Manufacturers and Jobbers of Shoe Findings will find it much to their advantage to submit requirements and obtain our prices at once.

Orders placed now will receive first consideration.

Granby Last Factory
Granby, Que.

Fortuna Skiving Machine



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.

127 Duane Street - NEW YORK

KELLEY KID

*LEADS THEM ALL
in Uniformity,
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

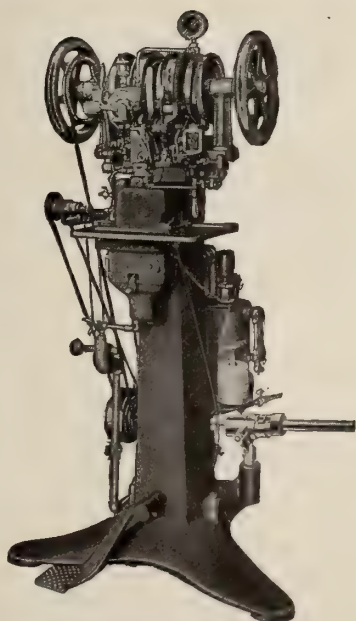
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

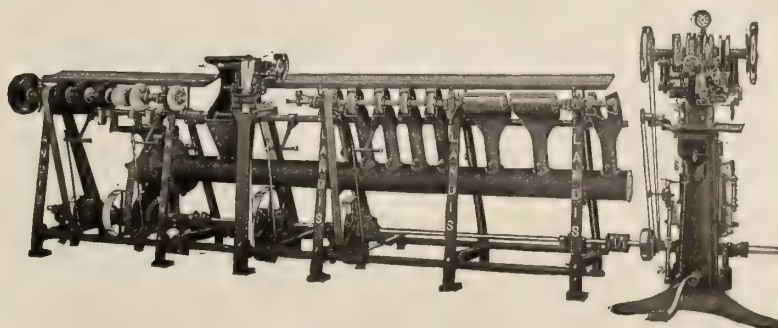


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

Good Shoe Repairing

Is made better and materially more profitable
by the use of

GOODYEAR SHOE REPAIRING OUTFITS

The equipment of the successful shop

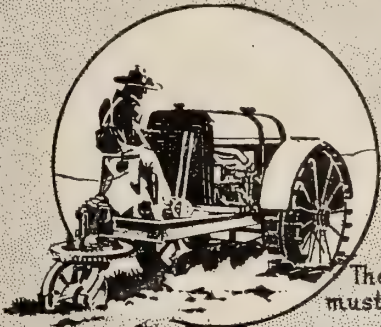
United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.

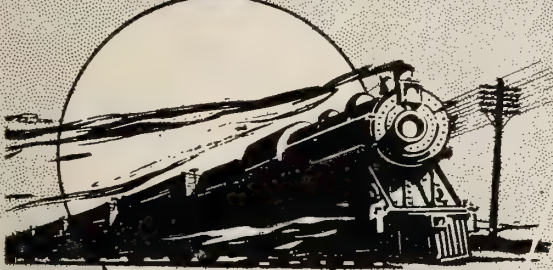
Work together for victory.



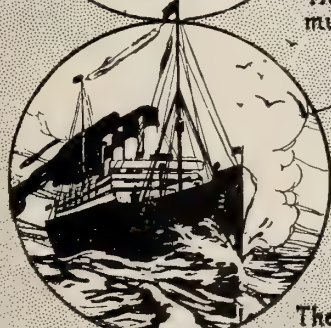
The Farmer
must raise more.



The Mechanic
must produce more.



The Railroads
must speed up.



The Ships
must make more trips.



The Business Man
must help the others.



Some months ago I was in Toronto and I saw a sight that went deep into my soul. It was a body of fresh troops entraining for an Atlantic port. Fresh young faces, going out, unafraid, into the maelstrom.

Later I watched a New York City detachment of the new National Army of the United States swing down Fifth Avenue. There were 10,000 of them marching through the heavy, swirling snow.

These scenes have made me wonder how many more would have to go. I wondered if Canada, already heavily represented on Flanders' fields, would have to call her older men, as France had done. I wondered if the United States would need her older men, as we did in the Civil war.

None of us want that to happen.

The only way to stop the outflow of soldiers is to beat the Kaiser and his horde of Huns. The only way to do that is to give our boys in the trenches so much of the munitions of war—of such excellent quality—that they will be as superior to the enemy as a workman with a turret lathe is to a workman with an old hand lathe.

So let us think quickly of better ways to do our work. Scarcity of labor has made the people of our western continent inventors. For war alone, North America has given the world the torpedo, the wireless torpedo, the submarine, the ironclad, the repeating rifle, the machine gun, the revolver, the magazine pistol, the airplane and the motor car.

The war to-day demands that we do more than we ever have done before. Let us all speed up, with the thought that we, too, are fighting the enemy, even if we can't see him. Let us hurry our work at our desk and benches, and thus keep millions of men out of the trenches.

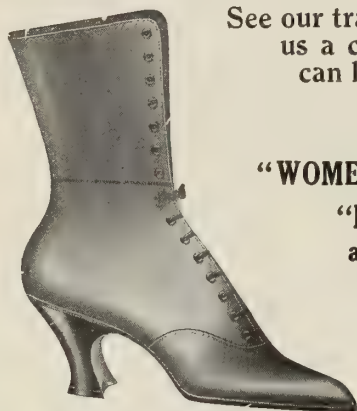
(Signed)

John H. Patterson
President
The National Cash Register Company

If one slows down all are delayed.

HOME SHOES

Are made especially to appeal to the retailer. We make it our business to know his needs and deal directly with him.



See our traveller or send us a card. We can help you.

"WOMEN'S McKAYS"
"MEN'S WELTS
and McKAYS"
"BOYS'
RECEDING
TOES"

Home Shoe Company, Ltd.
327 Amherst Street, MONTREAL

BRODIE'S

Patent Paste

A short trial of Brodie's Patent Paste will convince you of its all-round capabilities, whether you manufacture high grade shoes or heavy work boots. Wouldn't it **pay** you to give it that trial?

Sample and price on request

Brodie & Harvie

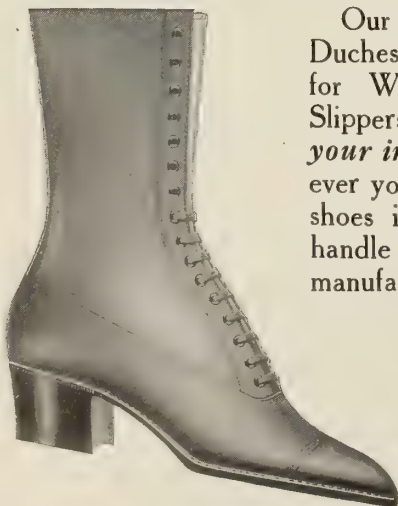
Limited

14 Bleury St. MONTREAL

JOBBER ONLY

Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



"La Duchesse" Shoe Co.

Registered
MONTREAL

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

THE COMMERCIAL
ESTABLISHED 1858
A WEEKLY FINANCIAL, COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

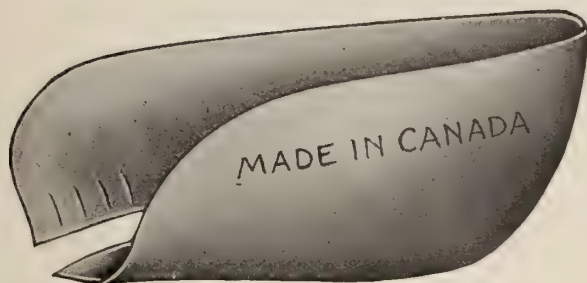
Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

Buy D & P Counters

You Run No Risk

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 21 Scott St.
Toronto
Ontario Selling Agent

DUCLOS & PAYAN

Richard Freres, Quebec
Selling Agents for
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street, MONTREAL

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada



Nufashond
TRADE MARK REG.
Fabric Tip
Shoe Laces

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.
THE NARROW FABRIC CO., Reading, Pa.



FRED W. MEARS HEEL CO.
DESIGNERS AND MAKERS OF
WOOD HEELS
TELEPHONE 1431
HAVERHILL, MASSACHUSETTS

Canadian Agents:
A. G. MOONEY, 220 Lemoine Street
MONTREAL, Canada

Sound Footwear

To Supply a
Big Demand
for Strong
Serviceable
Workmen's
Shoes . . .

JOBBERS

Make a point of dropping us a card for samples of this splendid seller. We can back you with both quality and quantity.

Our Work Shoes are the equal of anything made and there is a wide field for them and a large turnover for the jobber who handles them. Made in either screw or pegged.



Our Hockey boots are renowned for all round satisfaction and quick sales. We also make medium grade shoes in McKays and Standard screw.

J. E. Samson ENR.
QUEBEC



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



SHOE-STAMP-SPECIALIST
• **W.D. ARMSTRONG** •
ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST, MONTREAL, PHONE 675
QUE. QUE. MAIN
MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED



MUIR SHOES



are made for good stores
who are willing to pay
the lowest price
good shoes can
be bought for.

The James Muir Co.
Montreal

FOOTWEAR IN CANADA

CLARKE'S



1852
—
1918

A
Patent Leather
which by its
reliability
merits the
universal
popularity it
has gained.

CLARKE'S
is used
the world over
where the
best
is demanded

A. R. Clarke & Co.

Limited
TORONTO

MONTREAL

QUEBEC

Footwear

In Canada

Special Announcement

REGAL SHOES
for MEN or WOMEN
Now Being Made in Canada



*"Regal"
Tailormaid*

and offering to the Canadian public in an enhanced degree all those features of excellent shoemaking which have placed Regal first in footwear.

For the dealer Regal models will continue to draw the best customer, and Regal satisfaction to the wearer will continue to make regular patronage secure.



*Regal
"Pall
Mall"*



WATCH FOR OUR REPRESENTATIVE
HE IS OUT WITH SOME SPLENDID BUSINESS-
MAKING LINES

Regal Shoe Co., Limited
472-474 Bathurst Street - Toronto

The Foundation of a Good Shoe

PANTHER SOLES



impart strength, durability and lasting shape. PANTHER process is the scientific compression of fibre that gives a pliable, tenacious and wear resisting substance, conceded to be quite the equal of leather. Easy to work on, and waterproof. Insist on PANTHER every time.



"Sure Step" Rubber Heels

give absolute satisfaction to both the dealer and wearer. In every walk of Life the "Sure Step" Rubber Heels stand the test of wear, tear and wet.

PANTHER RUBBER COMPANY
Limited

Sherbrooke, Quebec



OUR "SEA" BOOT

Stands the Test of Hard Wear



HIP, STORMKING OR SHORT

One of the latest Dominion Rubber System productions in Men's Pure Gum Boots. Strictly high-grade and constructed to give wear where wear is needed most.

The "SEA BOOT" is making a big "catch" among fishermen. Those who are looking for the very best quality in Rubber Boots find that the "SEA BOOT" gives absolute satisfaction and service. It is equal to the hardest kind of wear.

Write our nearest Branch for further particulars

Canadian Consolidated Rubber Co., Limited

Head Office - MONTREAL

Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Kitchener, London, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver, and Victoria.

Three of the Best

“Metropolitan”

WOMEN'S McKAYS

MEN'S WELTS

“Paris”

WOMEN'S McKAYS
MEN'S WELTS

“Patricia”

WOMEN'S WELTS
AND TURNS

*We have put our best into
these three and they show it*

With an unfailing supply of leather from our own tanneries and a judicious care in the selection of other material, we are able to embody in these three lines of superb shoes the very best that can be had in footwear today.

Let us prove it to you

Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch: Metropolitan Shoe Co., 91 St. Paul St. E.



Made by Foundation Specialists We Build Well

BENNETT HEELBOARD is universally used in Canada today because of the uniform good quality constantly maintained during the past five years.

This result has not been accidental. It's the logical consequence of an exhaustive study by practical men supported by scientists ambitious to develop better results by better methods; by a careful selection of raw materials and an organization disciplined to constantly scrutinize and faithfully attend to every detail of manufacture.

This same PRACTICAL, PROGRESSIVE, CONSTANT and PERSISTENT POLICY is back of every BENNETT COUNTER.

The result has been automatic. BENNETT COUNTERS are used today by Canada's best shoe makers.

BENNETT LIMITED

Makers of Shoe Supplies

Chambly Canton, P.Q., Canada

Sales Office, 59 St. Henry St., MONTREAL

Ontario Office, 255 King Street, KITCHENER



Something Worth Knowing

Retailers handling the Bostonian know the uniformly high quality always maintained. They know what satisfied customers mean and have experienced steadily increasing sales.

If you are not already acquainted with our lines we should like to show you what Bostonian Shoes will do for you.

Write to us at once and let us show you our new models and explain some of their strong selling points. They will be sure to appeal to you. They already appeal to your customers.

James Robinson

Specialist in Fine Footwear

MONTREAL



Independent Rubbers

are made in a variety of lines to suit every need of
of seller and consumer.

If you desire to carry a range of high quality rubbers to meet the varying demands of your customers, you can do it with INDEPENDENT.

"Dainty Mode"
"Veribest"
"Dreadnaught"



"Kant Krack"
"Royal"
"Bull Dog"

Let us know your needs, we will be pleased to
fill your orders immediately.

James Robinson
Specialist in Fine Footwear
MONTREAL

TETRAULT



Hits the Mark

In the front line of Footwear where every shoe counts TETRAULT is the sure way of putting over the sales and doing it fast.

Your business needs TETRAULT to make it fully alive in the acute competitive fight of to-day.

We are the largest manufacturers of Goodyear Welts in Canada and every TETRAULT Line is a sharpshooter for sales.

Tetrault Shoe Manufacturing Company
Limited
MONTREAL

European Office and Warehouse :

9 Rue des Marseilles, Paris, France

The "Supreme Lady" Shoe

The Finest Example of McKAY Process

The "Supreme Lady" Shoe is the product of expert workmanship combined with material that is selected with the utmost care.



You owe it to your best and most profitable custom to handle this excellent line of women's footwear.

Write us.

Patent, ...	single sole	\$4.10
Black Kid	" "	4.35
Gun Metal Calf	" "	4.35
Colored Calf	" "	4.60
Brown Kid	" "	4.80



ALL
WIDTHS
AA to EE.



Patent	\$3.75
Black Kid	4.00
Gun Metal Calf	4.00
Colored Calf	4.25
Brown Kid	4.35

Patent	\$4.00
Black Kid	4.25
Gun Metal Calf	4.25
Colored Calf	4.50
Brown Kid	4.60

Clark Bros., Limited

ST. STEPHEN, N.B.

Manufacturers—McKAY SHOE SPECIALISTS

LEADING SHOE FABRICS

POLAR KLOTH has created for itself a Big Demand as a White Fabric which looks well, wears well, fits well and is without a blemish.

It is the **Acme** of **Perfection** for white shoes of all kinds. Only the Best of long Staple Cotton is selected in its manufacture and it is woven from the best 3 ply Fine Count Combed Yarn. An additional feature of POLAR-KLOTH is the increased stability given it by the New Process Backing, meeting the demands of the shrewdest and most Discriminating Buyers.

POLAR-KLOTH is carried in stock in Colors.

LAKEVILLE MERCERIZED DUCK

and **WHITE POPLIN** are Two Popular Cloths for White Shoes of all Kinds.

TITE-SEAM THREAD

is a guaranteed cotton sole sewing thread for Turn, Welt, Shuttle and McKay work. Especial care has been given to make this thread stand great tension and yet will not break but will run smoothly and give the tightest seam possible. It works like a charm and wears like iron.

FIBERTAN

Artificial Leather wears and looks like leather and is guaranteed to meet demands. Made in all colors, finishes and grains.

We carry in stock **DUCKS, POPLINS, SATINS, STAYS, BINDINGS** and a Full Line of Linings—**DRILLS, TWILLS, FLANNELS, SHEETINGS, etc.**

THOMAS, LAKE & WHITON, Inc.

103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U.S.A.



SOLE LEATHER

OF
Standard Quality
AND
Highest Cutting Value

HEMLOCK
UNION
OAK

The Breithaupt Leather Co., Limited

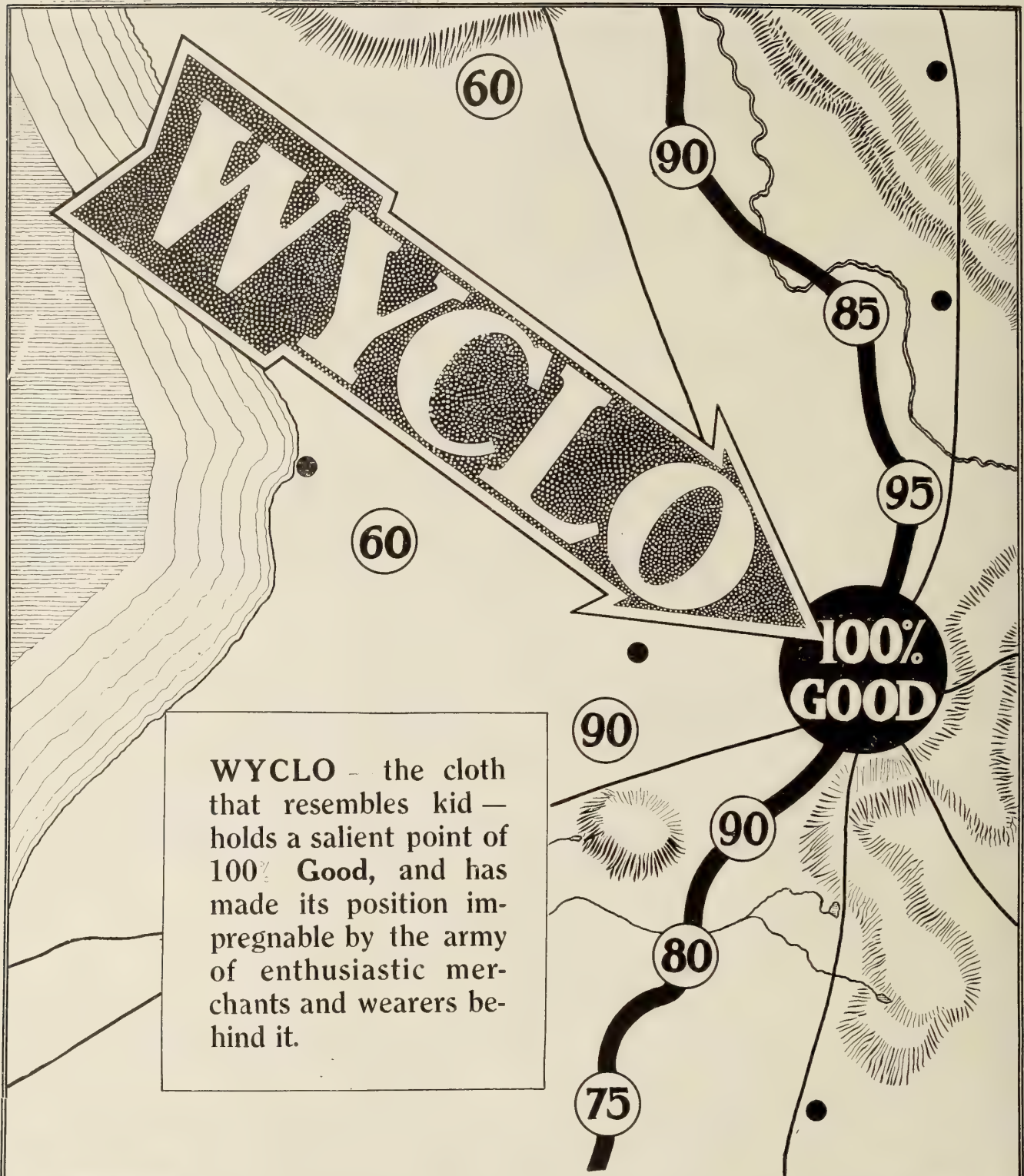
Tanneries: Kitchener, Penetang, Hastings, Woodstock, Ont.

REPRESENTED IN Montreal by R. M. Fraser and John McEntyre

In Quebec by Lucien Borne

In Toronto by Ed. Lewis, 45 Front Street, East

Head Office: - Kitchener, Ontario



HENRY

Gitterman
A NAME SYNONYMOUS WITH INTEGRITY
 A SQUARE DEAL FOR OVER
 50 YEARS

& CO.

33 SPRUCE ST., NEW YORK

BOSTON
HAVERHILLST. LOUIS
PHILADELPHIAROCHESTER
TORONTO, CAN.



After Eight Months' Wear

The shoe pictured was subjected to conditions that the average footwear experiences.

Although perspiration and long service have caused the lining to wear through, the welting torn and the inside backstay badly worn, the

SPAULDING'S
Fibre Counters
Guaranteed

are just as firm and perfect fitting as ever

SPAULDING'S Fibre Counters stand to day as the Best Fitting,
Most Durable and Most Economical Counters made.

*Made by the same Spauldings that Manufacture
Spaulding's Oak Tan Fibre Innersoling*

J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

PHILADELPHIA
John G. Traver & Co.
329 Arch St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

SEVEN FACTORIES

Tonawanda, N. Y.
No. Rochester, N. H.
Townsend Harbor, Mass.

Rochester, N. H.
Milton, N. H.

Boston Office
203-B ALBANY BUILDING

ST. LOUIS
The Taylor-Poole Co.
1602 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Canadian Agents:
International Supply Co., Kitchener, Ontario and Quebec City.

V. Champigny, Montreal.

Most Jobbers

are now showing a complete range
of exceptional values in

AIRD SHOES

For Spring and Summer
1919

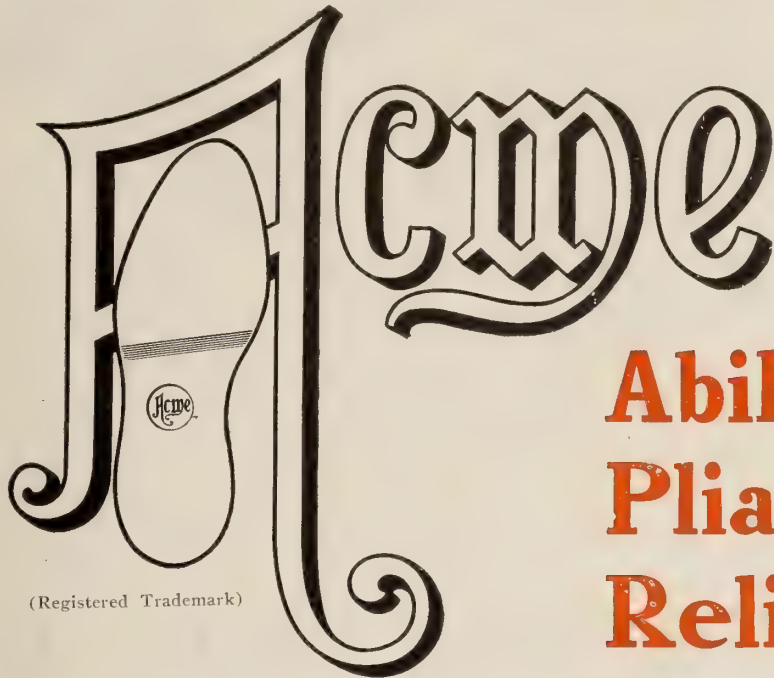
Those Jobbers not already handling AIRD lines better see us at once and let us show you the success of our enormous output of highest quality shoes.

We are always ready to serve you.

Aird & Son

Registered

MONTREAL



**"THE SOLE OF
PERFECTION"**

**Ability
Pliability
Reliability**

"A CME" Soles have "walked" into favor with the public. The tremendous increase in the demand for them proves that.

Outside of Dunlop Traction Tread Tires, no other product emanating from our factories has quite equalled the furore created by "Acme's" advent into Soledom. Certainly no other Dunlop product has surpassed "Acme" in Service.

In a field so new and so radical, only one fact could account for such an unusual success in such a short time—Ability, Pliability and Reliability.

—Ability of "Acme" Soles to outwear leather.

Pliability of "Acme" Soles in actual use, by those who search for boot and shoe comfort.

Reliability of "Acme" Soles when the count is being made of Squeaks and Cracks.

COLORS: BLACK, WHITE, TAN

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: Toronto

Branches: Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London,
Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

*The Dunlop Line Includes "Peerless"
Half Heels and "Acme"
Whole Heels.*

*Also
Tires for Every
Purpose.*



The "Kumfort Shoe" for Women

"Kushion Soles" bring "Kumfort" to the wearer, and they detract nothing from the Style and Quality of the shoes. Old in principle—new in design and perfection, there is a wonderful opportunity to the dealer in Thompson's Kushion Sole Shoes.



Thompson's Kushion Sole Shoes



A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

NOTICE—Toronto and Western Ontario buyers—Thompson's Kushion Sole Shoes are carried in stock in Toronto by Mr. Geo. E. Boulter, 3 Wellington St. E.

THOMPSON SHOE CO.
LIMITED
MONTREAL

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915

Vulco-Unit Box Toe

SUMMED UP IN THREE WORDS
GIVES



Economy
Style . . .
Durability

Absolutely Water-proof and Perspiration-proof

BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada

Don't buy so far ahead

"Midland Maid" for Ladies

IN STOCK

Order to-day from this list.

- No. 710 Mahogany Calf 8-inch Bal. Im. Tip, 12/8 heel at \$4.75
- No. 718 No. 1 Vici Kid $\frac{3}{4}$ foxed, 8-in. Bal. Tip flex, 12/8
heel at 5.00
- No. 720 Black Cravenette $\frac{3}{4}$ fx. 9-in. Bal. Quilted lin-
ing. Leather slip. Neolin outer sole. Goodyear. at 4.75
- No. 730 Hav. Brown Calf $\frac{3}{4}$ fx. 8-in. Lawrence Olive
Buck Top, Neolin Sole. Goodyear Special. . . . at 5.75
- No. 740 Duchess Bro. Calf, 8-in. Bal. Imitation Wing
Tip. 12/8 heel. Goodyear at 5.75
- No. 741 Duchess Bro. Calf 9-in. Bal. Tip. Slip sole M.S. at 5.25
- No. 742 Duchess Bro. Calf 9-in. Bal. Oak Sole, Goodyear
White Ivory Sole. Famous Red Line Lining.
Calf faced. Highest grade at 6.75
- No. 744 Mahogany Calf 8-in. Bal. Im. Wing Tip. Sport
Neolin Sole at 5.25

Write us to-day.

All Quick and Profitable Sellers.

The Midland Shoe Company
KINGSTON, ONTARIO

THE SLATER SHOE

Is made to appeal to the better class regular trade. A shoe that retailers and consumers alike have learned to depend upon as being absolutely reliable in every respect.

SLATER SHOES are made in over forty different lines comprising the very best that can be had in material, workmanship and design.

We carry a large stock of all our lines ready for immediate shipment.

**Protect Your Business by
Ordering Early**

Every Slater Shoe Is a Sound Investment

Send for our Catalog

The Slater Shoe Co., Ltd.

MONTREAL, CANADA

These Shoes are in stock in large quantities and can be shipped at once.

Every one a popular Fall Style, yet we have manufactured enough to be able to have a quantity in Stock. Your orders will be given immediate attention.



D134—Women's Dark Gray Kid 8½-inch Lace, plain toe; 2¼-inch leather Louis heel, imitation turn, Manhattan Last. A width, sizes 3½-8; B width, sizes 3-7; C and D widths, sizes 2½-8 \$6.00



D131—Women's Battleship Gray Kid 8½-inch Lace, dark gray cloth top, plain toe, 2-inch leather Louis heel, imitation turn, Dallas Last. B width, sizes 3-7; C and D widths, sizes 2½-8 \$3.85



D100—Women's Kid 8½-inch Lace, imitation tip, 2¼-inch leather Louis heel, imitation turn, Manhattan Last, C and D widths, sizes 2½-8. \$4.60



D137—Women's Dark Gray Kid 8½-inch Lace, imitation tip, single sole, 1⅜-inch Military heel, Arnold welt, Vanitie Last. B width, sizes 3-7; C and D widths, sizes 2½-8 \$6.00



D75—Women's Kid 8-inch Lace, imitation tip, single sole, 1⅜-inch heel, Arnold welt, Vanitie Last, B width, sizes 3-7; C and D widths, sizes 2½-8 . . . \$4.60



Brown Shoe Company.
Manufacturers
ST. LOUIS, - U. S. A.

THE MARSH FOR MEN



A
Shoe of
Distinction



and the Finest Value You Can Offer

STOCK liberally and order early. These excellent lines of Men's wear will secure for you a big volume of the best trade.

Sold in 30 pair cases only
in 30 pairs of a width.



"106" LAST
Made in All Leathers
Widths B to E



"99" LAST
Made in All Leathers
Widths B to E



"104" LAST
Made in All Leathers
Widths B to E

The Wm. A. Marsh Co. Limited
Quebec



Two Model Boots for Women who prefer a long pump with medium heel to the high-top leather boot which is more comfortable, easier to put on and off.

Solving the Nation's Shoe Problem

A LARGE section of the Canadian public depends upon this company for shoes. Our financial resources and buying power are greater by far than those of any other Canadian manufacturer of shoes, our volume of output is more than twice that of any other. Our sales organization covers the nation from coast to coast, not merely a small section at a time. Our six branches maintain adequate stocks within the reach of every dealer in Canada, and are now serving more than 5,000 dealers, enabling them to fill orders quickly and to cut down the amount of idle stock on their shelves.

We are making every effort to get the power to help solve the big problem of producing enough quality shoes to go around. In the face of an actual shortage of leather, it is difficult, but it can be done if you will cooperate with us. Buy wisely, for service rather than merely for style, and we are that the shoes you buy are stamped with the manufacturer's trademark.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"

ST. JOHN MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

When you buy shoes look for  —this Trade-mark on every shoe

The Plain Truth about Shoe Prices

LEATHER is scarce and is growing scarcer. A large part of the available supply must be used for soldiers' boots. Importations have practically ceased and we are forced to depend upon the limited quantity of materials produced in Canada.

The cost of everything which goes into a pair of shoes is high, and is going higher. Workmen by the thousand have yielded the color and labor is increasingly hard to get. It is not merely a matter of high prices, but of getting enough people to do the work.

These conditions are beyond the control of any man, or any group of men. They affect all alike. None is exempt—neither the manufacturer, the dealer, nor the consumer.

You must pay more today for shoes of the same quality than you did a year ago. Next spring, prices will be higher still. These are hard facts. They will not yield to argument. They cannot be glossed over. We cannot change them, much as we would wish to do so.

But you, as a wearer of shoes, can help to relieve them if you will exercise good sense and good judgment in purchasing. See that you get real value for your money. Spend enough to get it, but spend nothing for "frills."

See that the manufacturer's trademark is stamped upon the shoe. High prices are a temptation to reduce the quality in order to make the price reasonable. But no manufacturer will stamp his trademark upon a product which he is ashamed to acknowledge. Remember this, and look for the trademark. It is your best assurance of real value for your money.

AMES HOLDEN McCREADY LIMITED

"Shoemakers to the Nation"

ST. JOHN MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

When you buy shoes look for  —this Trade-mark on every shoe



For the well-dressed man who prefers medium priced shoes. Made to look as if you had and had with medium priced shoes. \$25.00 pair.

You Can Buy Quality Shoes at Fair Prices

EVEN today—when the cost of every item in the make-up of a shoe is far above the normal—you can get satisfactory shoes at fair prices if you will buy prudently. The more you get for your money will largely depend upon your own wisdom and foresight when buying. As Canada's largest manufacturer of shoes, we ask you to buy prudently, to practice frugal economy, to avoid extravagance.

There are three things you should do:

First—Buy for service rather than merely for appearance.

Second—Go to a reputable dealer and benefit by his knowledge and experience.

Third—Look for the manufacturer's trade-mark on the shoes you buy.

If you will do these things, we can assure you of the best possible value for your money.

A. H. M. Wear-Form-Endurance. For special value for men, women and children. Ask your dealer for them.

AMES HOLDEN McCREADY LIMITED
"Shoemakers to the Nation"

MONTREAL TORONTO WINNIPEG EDMONTON VANCOUVER

When you buy shoes look for  —this Trade-mark on every shoe

Letting the Public Know

Public confidence follows public understanding. It is always better to adopt the policy of "the public be told" than the discredited and outworn policy of "the public be damned."

The shoe trade is facing a double problem, high prices and a scarcity of materials. It means a real hardship to many consumers of shoes, and some of them are wondering if the shoe trade is not to blame for it. If there ever was a time when the public should be told the real truth of the matter, that time is now.

Ames, Holden, McCreedy have taken the lead in letting the Canadian public know. More than five hundred newspapers, besides a list of magazines, are carrying regular messages to the shoe buying public in order that they may understand the truth about conditions.

Every shoe dealer in Canada has an interest in this advertising message, whether he carries A.H.M. shoes or not. Every dealer in Canada will benefit from it. But the dealer who is fully awake to his opportunity can not only make it produce actual sales for him, but can also make it contribute to the most valuable thing he owns—the good-will of his customers.



AMES HOLDEN McCREADY LIMITED

"Shoemakers to the Nation"



Foot Comfort Dept.

Dr. Scholl's Foot Comfort Appliances and Remedies

WITH the Dr. Scholl line of Foot Comfort Appliances and Remedies you are in a position to render your community a **real genuine** Foot Comfort Service. To be known as a Foot Comfort Store adds prestige to your business, brings you a larger volume of business, increases your profits and satisfies and holds your patronage. To "hook up" with the Dr. Scholl Organization is a most valuable asset within itself. They do big things in a big way. They conduct each year an enormous advertising campaign, all for the benefit of their dealers. Their Foot Comfort Week is the sensation of the Retail Shoe Business. They are alive, wide-awake, always devising and planning something new, something startling to assist their dealers.



Dr. Scholl's Foot-Eazer EASES THE FEET

This appliance is designed along anatomical lines to give quick relief for tired, aching feet, weak ankles, callouses or weaknesses of the foot caused by constant standing or walking. It supports the arch and relieves the foot muscles of all strain, is springy, light in weight, yet durable. Dr. Scholl's Foot-Eazer is the original double spring arch support with both springs loose at forward end, an appliance universally approved. Over fifteen years of uninterrupted success in relieving foot discomforts and actually easing feet. Dr. Scholl's Foot-Eazer will make any stylish looking shoe an easy, comfort giving shoe. The biggest seller and most widely known foot appliance ever marketed.



Dr. Scholl's Anterior Metatarsal Arch Support

Made in five designs and especially constructed to take care of those painful cases in the Anterior or Transverse Arch. The plates are longer than the ordinary supports and are peculiarly shaped to conform to the heads of the metatarsal bones. Relieve metatarsalgia, painful Morton's toe and severe cramping and pains through the ball of the foot. Callosities, cramping of the toes, spreading of the foot and sudden cramp-like pains between the third and fourth toes are all symptoms of weakened transverse arch.



No. 1
With Flange

No. 2
Without Flange

No. 3
With Flange and longer tongue forward.

No. 4
Without Flange

No. 5
Without Flange with forward extension.

Dr. Scholl's Tri-Spring Arch Support



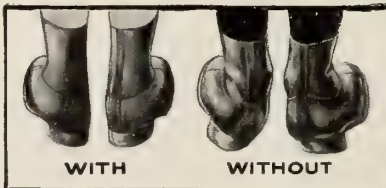
Made of Silveroid. For extremely weak feet and for flat foot and where the bones of the foot have rotated or where considerable upward pressure is required. A springy, durable support recommended for severe cases and for heavy weight persons.

Dr. Scholl's Korrekto Arch Support



Designed to provide a successful support at a moderate price. The supporting plate of Silveroid is somewhat wider than the other models to give even bearing. The metal is cut away under the heel which makes it very comfortable to wear and extremely easy to fit in any style of footwear. It is a very effective appliance.

Dr. Scholl's Walk-Strate Heel Pad

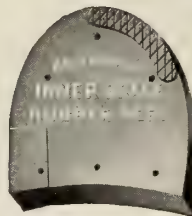


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WITHOUT

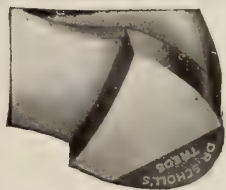
A practical heel pad to prevent running to one side or turning over. Made wedge shaped of sponge rubber with russet leather top. When placed in shoe equalizes weight. Save price in repair bills. Very comfortable. Eases painful heel and aching ankles.

Dr. Scholl's Inner-Brace Rubber Heels



Made of highest quality rubber obtainable. A scientific rubber heel with an orthopedic purpose. Fine for weak feet and ankles. Metal post prevents lateral play and "rolling over." Should be universally used. Help keep good feet well.

The Scholl Mfg. Co., 112 Adelaide St. E., Toronto
CHICAGO NEW YORK LONDON



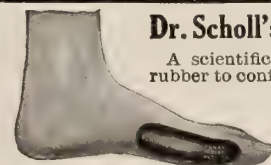
Dr. Scholl's "Treds"

Have all the advantages of rubber heels with none of their draw backs. "Treds" are placed only on point where the shock of step comes. Will not run over to one side. Made of finest quality rubber.



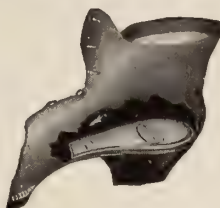
Dr. Scholl's Toe Right

A smaller device than the Bun-ion Right but similar in principle. Corrects crooked, cramped toes, soft corns between the toes, in-growing toe nails and hammer toes. Made in one size to fit both men and women. Packed in attractive counter display cartons.



Dr. Scholl's Bunion Reducer

A scientific shield made of para rubber to conform to shape of bun-ion, relieves all pain or tenderness in bunions or enlarged joints. More practical than felt, chamois or leather pads. Takes away pressure, keeps shoe in shape—excludes air—retains moisture, and reduces the enlarged joint. Made in three sizes, rights and lefts. No. 1 small. No. 2 medium and No. 3 large.



Dr. Scholl's Heel Cushions

A boom for sore heels, taking the place of rubber heels. Gives the heel a soft, springy bed to rest upon. Made of best grade red sponge rubber, ventilated and covered with finest tan leather with "Hold-Fast" point to prevent slipping.



Dr. Scholl's Nu-Grip Heel Liner

A soft, velvety device which grips the heel firmly. For low shoes, slippers, pumps, etc. Does away with chafing, rubbing and slipping. Made in two sizes; colors, black, tan and white. Tube of cement with each pair. Packed two dozen to the box in counter display.



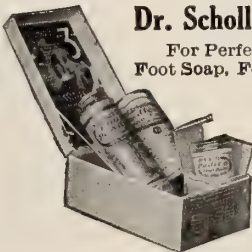
Dr. Scholl's Bunion Spring

An improved device which acts as a lever in drawing the great toe to a normal position. Added spring extends under ball of foot which assists in holding spring in position. Highly recommended for enlarged bunions, crooked toes of long standing, etc.



Dr. Scholl's Toe-Flex

An ingenious and accurately designed invention for correcting crooked toes, restoring normal action to the great toe, so that nature will straighten the crooked bunion toe. Toe Flex is wedge shaped, extremely comfortable to wear, and made in three sizes and shapes to fit all feet. Packed in individual attractive cartons, one dozen to a case, for counter display.



Dr. Scholl's "3" Necessities

For Perfect Foot Comfort. Pedico Foot Soap, Foot Balm and Antiseptic Foot Powder. Cleanses, heals, purifies, cools, stimulates, medicates and eases the feet. Have no equal for relieving tired, aching feet. An enormous seller and demand increasing daily.



Dr. Scholl's Fixo Corn Plaster

A medicinal corn plaster that gives instant relief to the sorest corns, and absolutely removes the corn, root and all in twenty-four hours. An easy seller. Two sizes, three and nine treatments in a package.



The Human Foot

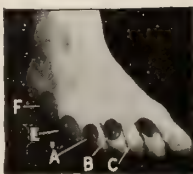
Anatomy, Deformities and Treatment
by DR. WM. M. SCHOLL

A complete, authoritative treatise on the human foot—its structure, ailments and deformities. Written so everyone can understand. Every shoe dealer and salesman should read it. Nearly 400 pages and more than 300 illustrations.



Dr. Scholl's Absorbo Pads

Give immediate relief to corns, callouses and tender joints. They are made of pure, para rubber, retain moisture, keep out the air and separate corns from the true skin underneath, while protecting the growth from the irritation of the shoe. Absorbo Pads are patented. Do not be misled by inferior imitations. Made in the following sizes for purposes mentioned:



A, B & C, for corns on top of toe.
E for enlarged joints or callouses.
G & H for callouses on bottom of feet.

D for corn or crooked toes.
F for use same as E larger size.

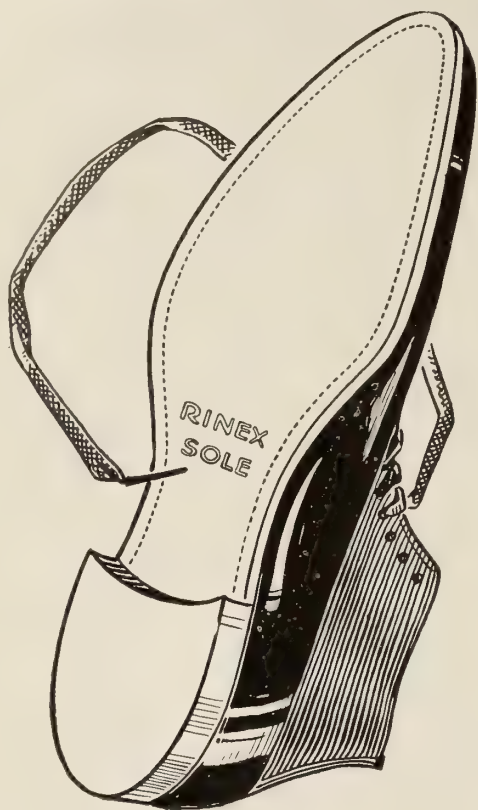
Dr. Scholl's Foot Measure and Shoe Size Detector



Scale on measure instantly indicates length and width of shoe. Detector gives correct inside measurement. Approved by U. S. Government.

A combination which stops guess work and improperly fitted shoes. Saves time and uncertainty. Adopted by progressive shoe dealers everywhere.

The Scholl Mfg. Co., 112 Adelaide St. E., Toronto
CHICAGO NEW YORK LONDON



Soles that mean more sales of Winter Footwear

Weather-proof soles that withstand slush and snow, water and ice, are the best sales builders in Winter Footwear.

"Rinex"

is your guarantee of such a builder of sales,— whether for men, women or children.

Rinex-soled shoes insure waterproofness without bulk, long wear without thickness and elasticity that helps the shoes retain the same style and form that marks the light weight summer shoes.

Many of your customers will insist on Rinex-soled shoes. Prepare now to meet the the demand.

Rinex soles are made and guaranteed by



Canadian Consolidated Rubber Co., Ltd.
Head Office, Montreal

Branches at Halifax, St. John, Quebec, Ottawa, Belleville, Toronto, Hamilton, Brantford, London, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Vancouver, Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.

Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.

THOMAS S. YOUNG, General Manager.

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Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

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Vol. 8 November, 1918 11

Children and High Heels

"Better refer that to the short skirt committee." was the humorous suggestion thrown out when a letter was read before the Toronto Board of Education asking that lantern lectures be given in schools on the proper styles of footwear. The president of the Footwear Reform League stated that proper methods of caring for the feet should be taught in the schools and that France had started a campaign against high heels. The trustees apparently did not take the matter very seriously, one of them expressing the opinion that the mothers were the worst sinners in this respect and that no one could change women's fashions if they were to preach until doomsday—even the doctor's wives all wear high-heeled boots.

However, this scarcely disposes of the question, in our opinion. Many mothers wear various articles of clothing that they would not want to see their growing children wearing. Besides, if the situation is as bad as this trustee paints it, there should be no hesitation about the necessity for an educational campaign.

It is necessary to remember that the solution of the whole situation rests with the buying public. Manufacturers would just as readily make shoes with

low heels as with high; with broad toes or with narrow, but there is no profit in making an article that will not sell, and, so far, the demand for the more extreme styles has been so universal as to justify manufacturers in believing that they are meeting the wishes of the vast majority. There is little to criticise in the design of children's footwear as we have it to-day. However, the situation with regard to young girls' styles seems to be undergoing a change, and there is, apparently, an increasing demand for a last somewhere between the two extremes represented by the child of 5 to 10 and the grown-up woman. In other words, the jump from children's shoes, with the extreme broad toes, to women's styles with a narrow toe and fairly high top, is too great. What the President of the Footwear Reform League very possibly had in mind was that her young daughter, if she has one, of 11 or 12, has just outgrown her size 2 shoes and has been forced to accept a woman's last with narrow toe and high heel and top. What seems to be urgently needed is a good sensible last to bridge in this period in the young girl's foot development. Every retailer knows he cannot buy it and every manufacturer recognizes he does not make it, but the reason seems to be the lack of demand. It may well be that the school is not the proper place to carry on a campaign to bridge this gap, but if the mothers are seriously in earnest and will make it sufficiently evident that they want and will purchase a type of shoe not now available, there is little doubt that it will be forthcoming.

* * * *

Weed Out the Slackers

A government order, passed not so very long ago, provided that every man, whether of 25 or 65, must have some useful form of occupation. The idlers, loafers and loiterers had reached the end of their tether and were compelled to engage themselves in useful work, under the penalty of heavy fine and imprisonment, to the end that our share in the stupendous business of winning the war might be furthered. And the war is a business just as much as buying and selling in the marts of trade. In this business of winning the war the Government recognized the prime importance of the necessity for rounding up the slackers—getting them to work at useful occupations—transforming them from parasites into producers—helping instead of hindering—being workers if they couldn't be fighters. It was a business proposition, pure and simple.

Now, if the Governments of the allied countries attached so great an importance to the necessity of ridding ourselves of industrial and military slackers, is it not a forceful object lesson for the retailers of the Dominion to abandon their attitude of tolerance to the slackers on their shelves, in their stock-rooms and tucked away in obscure corners. Many a man does not realize how much truck, non-essential articles, and articles that may be converted into cash, he has until he

comes to move from one store or house to another. The moving householder surveys a heterogeneous pile of odds and ends, of no use to him whatever, and yet too valuable to throw away—stuff that could have been disposed of at various times and turned into good coin of the realm. Constant association increases the tolerance of “slacker” merchandise on the shelves, too. It would be a wise move at the present time for every retailer to go over his stock very carefully and look at every pair of shoes in the light of so many dollars and cents, asking himself: “Is this shoe a slacker—can I sell it—can it be turned into money—can I make it produce?” What more serious error than to allow the stickers to eke out their depreciating existence at the expense of the producing lines? The constantly lowering value of your “slacker” merchandise is as much of a burden on your profitable, quick-selling lines as the slacker element in our industrial endeavor is on the producing classes. It is a duty that every retailer owes, not only to himself but also to the welfare of mercantile interests in his community, to weed out the slackers on his shelves. The time was never more opportune than the present.

* * * *

Only a Traveller

The following is an incident related to us a few days ago. A man, obviously a traveller by his general appearance, entered a store in a fairly large sized town north of Toronto. No customers were in the store and the proprietor and a salesman were doing something or other at the rear. He waited around for a while, walked up and down and finally called



He's only a traveller—Let him wait

back: “Don’t you wait on customers here?” The proprietor was all attention in a moment, and bustled up exclaiming: “Why, of course we wait on customers—I thought you were a traveller—what can I do for you?” “Nothing now,” said the roadman. “I’m a traveller all right, but not in your line. I came into your store as a customer, but I’m going to some other store where they know how to treat a traveller.”

* * * *

What is a “Normal Profit”?

It was announced in the recent United States schedule for the shoe industries that “Retail prices shall be based on cost, plus a normal percentage of profit.” Now the question is “What constitutes a normal percentage of profit?” In certain recommendations made by the National Shoe Retailers’ Association it is suggested that the following percentages be

Push the sale of foot comfort remedies to Send to the boys overseas in their Christmas boxes.

adhered to: 35 to 40 per cent. for Class A shoes; 30 to 35 per cent. for Class B, and 25 to 33 1/3 for Class C. The opinion is that the average store will be able to operate well beneath these limits.

The War Industries Board have taken as a basis for some of their considerations, the figures compiled by the Harvard Bureau of Business Research. These figures show that the average cost of doing business is between 20 and 25 per cent. In general, a net profit of 10 per cent. on sales is considered normal. Therefore, an average of 25 per cent. expense and 10 per cent. profit would seem to establish 35 per cent. as a “normal percentage of profit.” It is suggested by some that an average of 33 1/3 per cent. right through the store on all lines is not far from what the government has in mind. The 33 1/3 basis is an easy one to handle since there is a simple way of figuring the selling price—that is, to add 50 per cent. to invoice price. For instance, a shoe costing \$5.00—add 50 per cent., making \$9.00, which yields a profit of 33 1/3 per cent. on the selling price.

* * * *

Just Newspaper Reports

A newspaper report a week or so ago, the heading of which proclaimed it to be a special dispatch from Ottawa, stated that the War Trade Board had under consideration the standardization of certain commodities such as boots and shoes, to follow closely the policy of the United States. The item was headed “Standard Boot Styles Coming Soon in Canada.” The truth of the matter is that the War Trade Board is very far removed from a decision, one way or the other. Assurances have been given to “Footwear in Canada” that, in dealing with any question of standardization or regulation, the trades affected will be called into consultation, and no action taken that does not commend itself to their hearty co-operation.

Another newspaper report stated that the Labor Department had ordered an enquiry into the price of boots, shoes and clothing. In response to an enquiry addressed to the Labor Department we are advised that there has been no information published in regard to any plans for an investigation into the cost of boots and shoes.

It would seem that the gentlemen of the press on Parliament Hill are often too ready to pounce upon stray bits of rumor that have no substance in fact.

A government order compels the retail merchants of Arizona to plainly mark each piece of merchandise with the selling price and also the wholesale, or cost price.

Now Then—What About Christmas?

IT is a pretty safe bet that nearly everybody is trying to spend his money these days as economically and efficiently as possible. None of us are exactly going out of our way to get rid of the coin and not a few are denying themselves all pleasures and some necessities.

And now, right along comes Christmas. What are we going to do about it? Shall we make presents as usual? If so, what kind?

In our economies of living, some voluntary and others by Government regulation, we have found that lots of things we thought necessary to our existence are very easily dispensed with. Also that there is more satisfaction in spending our money on sensible articles than on flub-dubs and French pastry.

Most certainly we're going to give Christmas presents this year—one might just as well try to empty the ocean as to subdue the Christmas spirit of giving. But our Christmas presents this year, even more than last year, are going to be in keeping with our present mode of living. They are going to be practical, useful gifts that will give to the recipient more than merely a passing sense of interest. The jim-cracks and the nick-nacks are going to be more than ever out of style.

It follows then that nothing could be more consistent or worthy during our present economical and systematic living than to give gifts of footwear. They are 100 per cent. useful, sufficiently ornamental to be pleasing and give lasting satisfaction. Moreover, gifts of

footwear are suitable for all ages from the little tot to the elderly totterers.

Yes, we're going to give something sensible and, as shoemen, we cannot do better than decide right now that that "something" means footwear.

And having decided that footwear is the sensible thing to give this year, how are we going about telling the public? There's just one answer—and that's "publicity."

This year the retailer who holds off until the last moment with his Christmas campaign and tries to send it off with a bang during the last week, is very likely to find himself among the "also-rans."

A certain amount of newspaper publicity has already been given to the shop-early movement. The United States Government started



Sell Christmas Gifts of Footwear

Sensible Gift Certificate

No.....

Date.....1918

*THIS IS TO CERTIFY that Mr..... has
deposited with the THE QUALITY BOOT SHOP the sum of..... Dollars
entitling the holder of this Certificate to merchandise to this amount.*

(Should be exchanged before February 1, 1919)

THE QUALITY BOOT SHOP

Why not Footwear Gift Certificates? They might take some such form as the above.

the ball rolling when it urged, some weeks ago, that manufacturers and retailers endeavor to spread the Christmas business over the three months of October, November and December. It must be remembered that "Christmas-as-Usual" is really an impossibility. We are not in a position to cope with last-minute rushes as in pre-war days. Our railroads are busy handling war materials in addition to fuel supplies. Domestic supplies must, therefore, be given second consideration. Then there is the shortage of salespeople to make the sales, and of delivery men to make deliveries. These are all arguments that urge every retailer who hopes to pull down a fair share of the Christmas business, to commence his selling plans NOW. Speed up the Christmas buying immediately. Now is the time for Christmas advertising. Make your store the Christmas gift headquarters and don't be afraid to tell the people about it. Get them coming. The sooner you start talking footwear gifts for Christmas, the sooner you'll get them thinking footwear.

In former years the glove shops seem to have had a monopoly on the gift certificate idea. What about gift certificates for footwear? Some retailers say: "We're going to get ourselves into a lot of misfitting and exchange trouble if we sell too much footwear for Christmas gifts." Here then is the solution, and if people know that they can buy from you a shoe certificate that can be exchanged for merchandise after Christmas we feel sure it would be a great relief to many who find gift buying a worry.

But whatever form of selling you think best for your own store, remember that it is a patriotic duty to urge people to shop early—also it is to your own advantage.

Co-operative Delivery for St. John, N.B.

THE Retail Merchants' Association of St. John, N.B., is considering a system of co-operative delivery. Mr. J. A. O'Donnell, of the National Deliverymen's Association, Cleveland, recently addressed the members and told them that in order to carry out the plan he would suggest that they pool their delivery plant, retain the best and dispose of the balance for the mutual benefit of those concerned. A central depot would be established and this depot would be the centre for all delivery operations. The teams or auto-trucks would call at each store, collect the goods to be delivered, carry them to the depot, where they would be sorted, and thence delivered in a systematic fashion, similar to that by which postal matter is distributed. Mr. O'Donnell asserted that a better service could be given at a saving of from twenty-five to fifty per cent. of the cost.

"Flu" Hits Montreal Shoe Trade

CONDITIONS in the shoe factories of Montreal continue to be satisfactory from the point of orders, although the volume of business would have been greater were it not for the influenza epidemic. Travellers report that it was impossible to see many customers owing to illness, and that in certain western towns the travellers were not allowed to get off the trains in consequence of the towns being quarantined. The shoe manufacturers have been unable to keep up their output because of the smaller number of workmen available.

The big financial concerns are buying as heavily as possible. That should satisfy you as to the value of Victory Bonds as an investment—Buy some more.

The Foot Rule of Successful Advertising

The Primary Object of Publicity is to Sell—Planning the Sale is the Most Important Part of Advertising—Unless Other Conditions are Favorable your Copy May Fail in Its Mission

THE Educational Committee of the Associated Advertising Clubs of the World have published and distributed a little booklet entitled "The Foot Rule of Successful Advertising and What Lies Behind It," by Robert R. Updegraff. In it is contained a summary of advertising as a part of the selling problem of the day. It is sound in its estimate of the part which advertising has in the conduct of business and in its relation to conditions in general. A careful study of this pamphlet will help the advertising novice and also the experienced advertiser. Some extracts from the booklet follow:

I am going to eliminate all suggestion of the spectacular and the magical and get right down to a simple talk on the elemental things of retail advertising and selling. To my mind the magical wand of advertising is a foot-rule, and I am going to lay out that foot rule, inch by inch. But first let us consider briefly what is behind the foot rule—in other words, what is behind successful retail advertising.

A certain well-known wearing apparel manufacturer had two stores in a Southern city. One of these stores was paying, and one was not. Extensive advertising failed to make the one pay, whereas the other continued to be a profitable investment. Managers and officers of the company puzzled their brains. The advertising agency which handled the account puzzled. Meanwhile the situation remained unchanged. Finally, with characteristic thoroughness, the advertising agency sent a young man to investigate. This young man was told only that there were two stores, that one was paying and one was not, and his instructions were to find out which one was not paying and why.

The young man went and speedily found one store. It was located on a prominent corner, with show windows on both streets and a prominent entrance. The other store he found located on the principal retail street of the city. But the young man was surprised when he located the store to find that he had passed it three times while he was looking for it. This store, in the very heart of the retail district, was located on a corner, and, while it had a narrow front on Market street, with small window display space, there was a long window on the side which provided excellent window display facilities. But the fact that he had passed the store three times without seeing it made the investigator wonder if this were not the unprofitable store. What if it did do heavy advertising in the newspapers—the store was too hard to find. As he stood looking at the store from across the street it suddenly occurred to him that more people went up on that side of the street and down on the other, which meant as they passed the store they saw only the small windows, and as they started to cross the intersecting street their backs were turned to the big side window. He proceeded to count the people for three-minute intervals, and soon found that almost fifty per cent. more people were going up on that side than were going down. Those who did not go down

on that side were on the outside of the walk, with people between them and the store windows. The store was paying for very expensive window display space that was only fifty per cent. efficient. It was on the wrong side of the street to get the benefit of its window-rent investment. The young man was so strongly convinced of this that he boldly sent in his report, and he found that he had judged rightly. Other investigations inside of the store were then made and the result was that a few months later the store moved.

All Conditions Must be Equal

I have taken the space to tell of this incident because it illustrates the first big fundamental of advertising a retail store: that no amount of the best kind of advertising will make profitable business if the other conditions are wrong. Very heavy advertising might have increased the patronage of the store, but it would have cost so much that all profit on its sales would have been sacrificed before the sales were made. In this case much simpler means might have been much more effective, though probably not altogether successful. For instance, the re-laying of the sidewalk with a big brass arrow pointing to the door and the words "The Blank Store" imbedded in the concrete would have caught the eye of almost every passerby and brought his attention to the store in a way that would have stuck in his memory. The introduction of motion combined with color in the window would have helped, and a number of other things might have been partially effective. The point is just this: the first business of that store was to **sell merchandise at a profit**. There was not primarily an advertising problem; there was a selling problem. And that is the problem of every retail store everywhere.

A young advertising man who has recently started to advertise a department store in an Eastern city said to me the other day: "It isn't so much a matter of advertising at our store. The real need is the planning of the sales." That young man is awake. He has a future before him because he is studying to fill needs. He will soon be planning those sales, and then he will be doing effective selling work, not merely advertising.

Did you ever interrupt yourself in the middle of the preparation of a nice advertisement to ask yourself if after all, half of the space wouldn't be as productive if you were not too lazy to make your plan and copy more effective, or if some entirely different selling method might not be a more economical way of selling the goods in question?

Or did you ever stop to inquire of yourself whether or not you were trying to use advertising to batter down a stone wall that could be removed almost entirely, to the subsequent increased effectiveness of your advertising, by doing some simple and perfectly obvious thing?

Think of the amount of money that was spent in advertising to try to make the store in the southern

city pay, whereas what it needed for its particular case was a change of location. Its rent was the stone wall which advertising was hopelessly beating against. Advertising must be mixed with common sense—for, after all, advertising is only part of selling. If this is so, then the foot rule of successful retail advertising which follows is fundamentally correct, for at every inch it hurls at you the most pertinent question in the whole business of selling. It has been gone over and approved by some of the brainiest retail store advertising managers in the country; it will pay you to study it.

For the idea of the footrule I am indebted to the George Batten Co., though this foot rule is worked out in an entirely different way from theirs.

Space is too limited to go into the twelve sub-divisions exhaustively. This foot rule merely indicates sketchily the things that seem to be most important in planning retail selling of any kind. The foot rule presents many pertinent questions that we should ask ourselves in our daily work of planning our advertising and selling. Parts of it will not apply to large department stores, other parts will not apply to small stores. In fact, not all of it will apply to any given store, big or little. Perhaps in some ways it is more or less ideal, and yet is it not at the same time very practical? Judge for yourself:

THE FIRST INCH—THE MERCHANDISE (OR SERVICE)

Can you reasonably expect to sell it through advertising?

So obvious a question that it is often overlooked. Yet why waste your money if you cannot answer it affirmatively?

Is it worth the price?

If not, it is bad policy to advertise it, even though it may sell, for it will mean dissatisfied customers who will subsequently injure your business.

Can you get samples?

Few retail dealers make a serious enough study of the use of free samples. Often giving samples of some product to your customers with a courteous request that they try it will result in liberal sales of that product. There are many manufacturers who will gladly furnish samples to dealers whom they feel will earnestly try to use them to build up sales. What better way is there to advertise merchandise without a cent of expense to yourself?

Is it Novel?

Many ordinary things have novel little twists that make them susceptible to advertising. In fact, novelty is one of the strongest advertising assets an article can have. Some mail order houses depend upon novelty almost entirely in their advertising to interest new customers. It is often a stronger appeal than price.

Is it an exceptional value?

Just to call it a "bargain" is not sufficient any more. People have to be shown very clearly. What would you tell your wife or your mother or your stenographer to convince her that it was a bargain? Try that in your advertisement!

Is it consumed?

If so, that is one of the strongest points in favor of ad-

vertising it, for the profit generally is in repeat orders. In short, the foot rule demands of the merchandise, "Will it sell?" If it will not, the obvious thing to do is to save the money that would be spent in advertising it.

THE SECOND INCH—THE LOCATION

Is your store in the right location to make it profitable for you to advertise the particular thing you have to advertise?

The store referred to in the previous pages was not. It may be that a change in the location of the store would result in more sales than an expensive advertising campaign—and remember, it is sales we are after. Or it may be that rearranging the store to fit the season—**changing the location of the merchandise**—would result in better business. In this respect the small store can learn from the department store. The large department stores are as flex-



Advertising does not consist solely in the use of newspaper space. Many successful merchants employ such means as having children write essays, and so on

ible and elastic in their store arrangement as they are in their daily advertising. If necessary they turn their stores inside out to have the merchandise that people want at the time in the location where it is easiest to get to. Hanging a sign "Umbrellas, \$1.00 and up" outside of the door during a rainy day will generally sell more umbrellas than a quarter page ad. in the morning paper would sell.

THE THIRD INCH—THE TIME

Is the article seasonal?

Is the time right for advertising such an article **economically**? The same articles often can be advertised at Christmas, for instance, more economically than during the summer, in spite of the fact that as many of such articles may be used in the summer as in the winter. The gift element changes the timeliness of the advertising.

Can people be made to anticipate?

As a general thing it is very expensive to use costly advertising space to try to force people to anticipate. However, it can sometimes be done if some very strong argument can be brought to bear. For instance, some stores have a great fur sale in the middle of the summer. The price is the strong argument in that case. Another instance might be cited in the case of Daniel Low's retail jewelry store in Salem. During July and August there are many thousands of visitors located on the North Shore near Salem, and each summer this store runs a regular advertising campaign, to induce these people to buy their Christmas gifts in August. Every year more and more of the summer people are acquiring the habit. Novelty, variety and reasonableness of price are the arguments. Ordinarily, however, it costs

One of the large mail order houses in Toronto is establishing a branch in New Brunswick. Shoemen, the way to offset this is—better service.

too much to get people to anticipate. It is better to select the time of least resistance.

The third inch asks: "Is the **time** right to sell the goods?"

THE FOURTH INCH—THE PRICE.

Is it the regular price?

To a live man there is little satisfaction in selling goods at any but the regular price. It doesn't take much of an advertising man to sell fifty-cent neckwear for 19 cents, but to sell regular dollar-and-a-half gloves for a dollar and a half, and sell them in quantities, **economically**, is another problem. Every advertising man who considers himself a real **selling** man, or aspires to be one, ought always to keep constantly before him the fact that to really make money he must sell goods at a profit. He must make people buy regular goods at regular prices, and do it without too high an advertising or selling cost, before he is really living up to his job. And he must do it without resorting to untruthful copy or dishonest methods.

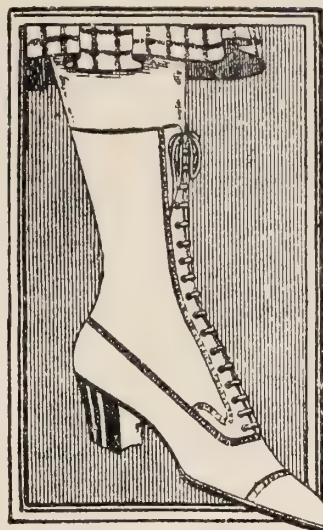
How can the price be made interesting?

This is more of a problem than it seems. Even though a thing be a genuine bargain, the bargain has been done to death. It is the old story of the lad who cried "Wolf! Wolf!" so often that finally his cries were disregarded when the wolf actually did come. It is painfully true that it is actually difficult now to get people to believe that an advertised article is a bargain unless they see it themselves. And if it is not believed, it might just as well not be a bargain. It becomes just about as hard to advertise as regular merchandise at regular prices. In some towns the merchants have agreed to eliminate the word "bargain" from their advertising. The more nearly we can visualize the price and show it in proportion to the worth of the article **in the buyer's service**, the better chance we have of selling it. It is well to **think** of the article you are advertising as in the hands or home of the prospect, rather than on the counter of your store for sale. Your copy is very likely to have a very convincing little "we-take-it-for-granted-that-you-are-going-to-buy-it" atmosphere, which, **if not arrived at too consciously**, is a big start toward selling the article. A crack automobile salesman once told me that when a prospect came to look at his car, his first concern, when the man's enthusiasm began to be noticeable, was to get him into the front seat behind the steering wheel. From that position the man unconsciously began to view that car as **his** car, and the sale was well on its way. In the same way, if we can get the prospective purchaser to thinking of those shoes on her feet or that baby crib in her baby's nursery, or that can of soup on her pantry shelf, attention has been taken from the price to a certain extent and the bargain appeal is not so necessary.

THE FIFTH INCH—THE PLAN

Have you a plan?

Next to the goods themselves, and in most cases even more important, is the plan. Unless you have—or until you have—a plan, it were better not to advertise. If you have a plan, and it is well worked out, with all of the elements correct, it can hardly help paying. Behind every advertisement or advertising campaign there should be a definite objective, as definite as the port is to the sea captain when he sets sail. Every possible



Mineola—One of the latest Regal models. In glovey tan Russia Calf-skin; also in stunning Two-Tone effects. Extremely smart, 8½-in. top.

THE long wear, the better fit and the lasting style of the Regal shoe will convince you that good shoes cost less in the end.

Figure economy in the number of days' wear and the satisfaction you get—not by the price per pair.

\$10 to \$14.50

Open from 10.30 A.M. till 7 P.M.

Regal Boot Shop

115 St. Catherine Street West

Headquarters for Holeproof Hosiery

A well planned advertisement by a Montreal store—the original was considerably larger in size

thing should be done to make the plan result in actual sales. Ask yourself these questions: **What have we to sell? How best can it be sold?**—not necessarily how best it can be advertised? **How much have we to sell? Is the merchandise properly displayed? Is it plainly marked? Do the salespeople know about it? Have I done all I could to enthuse the salespeople?** In short, have you planned each step of the sale, from the goods themselves, on through your organization, into the minds of your prospective customers, and back to your store again, clear through to the string that ties the package?

If you have, then it is pretty safe to go ahead. But until you have, the foot rule should continue to demand of you: "Will the **plan** sell goods?"

THE SIXTH INCH—THE COPY.

Is it the truth?

If it is not, you cannot afford to run it.

Does it describe the goods accurately in sufficient detail?

Many dealers have learned that lack of detailed description often loses sales.

Do you believe in it sincerely?

If you do not, you may be pretty sure that it will show through and be felt by the reader. It will have a hollow ring.

Is it interesting to somebody else?

If it does not interest your own stenographer or those who work around you, you had better go over it again.

Turnover is the real money-maker in the shoe business—not profit per pair.

One good test is to try out copy in the window—have a typewritten sheet put in the window and watch the people who stop to read it. If they read it clear through to the end it has a pretty good chance of succeeding. If it doesn't hold their interest there you can hardly expect it to when they are hurrying through a newspaper. Newspapers get a lot of blame for not "pulling" on an advertisement when the trouble often is entirely with the copy.

Does the heading challenge attention?

National advertisers have learned that a heading that is a challenge is very strong. "Will you try this fireless cooker at my expense?" is a puller. "How would you run a paint store?" caught people's attention and gave an opening for a description of a new paint store in Utica, N.Y., in a way that would have made little impression if the interest had not first been challenged. Recently Wm. Filene's Sons Co. of Boston had a heading on one of their advertisements that, theoretically, at least, was 100 per cent. good. It ran: "What kind of a shirt waist do you want at a reduction?" What woman could resist that headline? And how better could the idea of reduced prices in every style of shirt waist be brought to a woman's mind?

Could the Copy be Boiled down?

Could you obtain the same result in the newspaper, or the same size page in your letter or circular, with a third less copy? Even if you use the same space, the less copy used to accomplish a definite end, the better the chances of the advertisement being read through. And in news-



Here is a merchant who, when he sees a vacant store, sees also an opportunity to advertise his own business by a judicious display of merchandise

paper ads. often lengthy copy can be boiled down and made effective in a considerable smaller space by the use of a good headline or an effective use of white space. It is frequently a question of making copy more efficient—and of not just repeating the same space in the same media just because that space has always been used before.

Does the copy fit the store?

Many merchants get stage-fright the minute they begin to write an advertisement. Why not make your copy represent your store in a human, homely, neighborly sort of way? The kid glove style of copy may be all right for an exclusive store, but the average store needs a more intimate touch. Simplicity and sincerity form a combination that makes restful copy.

To sum up: "Will the copy sell goods?"

THE SEVENTH INCH—THE ILLUSTRATION

Is it honest?

Pictures can lie just as easily as can copy. To use a dishonest picture is just as dishonest as to make false statements.

Advertising does not consist solely in the use of newspaper space. Store appearance; goods attractively displayed; courteous service; cash register slips; enclosures with packages; wrapping and tying; stationery; enclosure with monthly statements, are all forms of advertising successfully employed by live merchants.

Does it show the goods as well as it might?

It is often cheaper to have a new picture made which will show the goods better than to save the money on the picture and lose much more by rendering expensive advertising space ineffective.

Does it use too much space?

William Randolph Hearst, in his instructions to his editors, tells them to use a picture when it will tell the story better the same space used in words. While that cannot be followed entirely in advertising, for the reason that illustrations are often necessary to obtain a desired atmosphere, it is, nevertheless, a good rule to bear in mind. On the other hand, Arthur Brisbane is quoted as saying, "One picture is worth a million words IF the picture is right."

Could you paint the picture with words?

Often a word picture can be used to better advantage than a cut, and at a considerably smaller space cost. Study newspaper headlines and you will discover that four to six words will often give you a picture as good as, or better than, a large illustration.

The Seventh Inch asks then: "Will the illustration sell goods?"

THE EIGHTH INCH—THE MEDIA

At whom are you aiming?

The whole question of media depends, first, upon the answer to this question. After that is answered, the next question is, "How can I reach these people most economically?" Remember that there are various media through which you can send your message: the newspaper, the magazine, the poster, the bill board, the letter, the circular, the hand bill, the theatre programme, the street car card, and so on. Each has its place, and each is effective for some purposes. Sometimes the sheer force of effective bill board or poster advertising may reach the crowd more economically than any other media. Or perhaps the "atmosphere" of the high-grade theatre programme will establish a reputation you are seeking more effectively and at less cost than could any other media. It is said that a certain highly successful store in a city near Boston built up its business almost entirely through the medium of hand-bills passed around by boys each week. While another store might not be able to do so well, I know of one which finds this and other forms of direct advertising most effective adjuncts to their newspaper advertising.

The newspaper.

The newspaper is the great agency for taking the news of the world to people and just as great an agency for taking the news of merchandise. It is quick-acting, and

Christmas will soon be here. Have you planned your selling campaign?

if properly used probably the most effective all-round medium. But what newspaper? That question opens up a big field for discussion and is one that must be decided to fit the needs of each business and each particular case. The big question is: "Will **this** newspaper sell **my** goods?" No matter how much you may like one newspaper or dislike another, the one you like may not be the most effective in selling your particular product, and the one you dislike may pay exceptionally well, whereas the situation may be reversed with your competitor in the next block.

Letters.

Many merchants, especially those in cities which cater to a large suburban or rural community, find it profitable to send letters to their customers in the outlying district, keeping them posted on the news of their merchandise, offering them the courtesy of their stores when they are in town and urging them to meet their friends there, wait for trolley or train, etc. In some communities the commercial department of the high school co-operates with the merchants by typewriting form letters for them. This gives the students practical work to do, and affords the merchant individuality typewritten letters free of cost.

But the one question to demand of yourself when considering media is: "Will this medium sell **my** goods?"—not "Would I like to see my advertisement in this paper or in this programme or street car?"

THE NINTH INCH—THE ADVERTISEMENT

Does it carry the personality of the store?

Type, copy, pictures, borders, white space—all can be used to carry the individuality of your store if you decide on a certain style and stick to it. I believe it was Glen Buck, who said in one of his books that every firm's advertising should be so built that if one of the advertisements were blown up the pieces could be recognized as they came down. A type should be selected that fits the character of the business, and pictures, border, and general make-up should all be in harmony.

Is it readable?

"Readability first" should be the slogan of advertising composition. No matter how artistic, nor how convincing nor how large, nor how small your advertisement or advertising matter is, unless it is readable, it will never be 100 per cent. effective. Simple type, rather short lines, leaded if possible, and good margins all make for readability. And they are so very obvious that we most of us proceed to ignore them!

Will it show up?

Looking at the proof of a newspaper advertisement in the centre of a sheet of white paper, any advertisement "shows up". But the real test comes when the advertisement gets in among its neighbors. It is always a good idea in newspaper advertising to ask for one proof on newspaper stock, cut it out and lay it on a newspaper page where it will get the competition of other advertisements. Very often that test will show you wherein your advertisement is weak, and quite frequently some simple little change will redeem it.

So before you run your advertisement demand of it: "Will it sell goods?"

THE TENTH INCH—THE MERCHANDISE DISPLAY

Is it well placed?

It is as important that the goods advertised be easy to find as it is that they be advertised at all, in many cases. Much good advertising is rendered fruitless because the proper selling plan for displaying the merch-

andise has been lacking. The advertised articles have been too hard to find.

Is it labeled?

To get the full selling benefit of much advertising—especially of special lots of merchandise—it should bear a sign calling attention to the fact that it is the merchandise that was advertised, and even **repeating some of the claims of the advertising**. It is important that you **renew** the impulse that sent the person in search of the merchandise just at the time when she (or he) discovers it. You then get the benefit of the person's first impulse to buy it. Already she has come up through the steps of attention, interest, and desire. Why let her slip back again and have to come up the ladder all over again? Hold her there, so that the next step, action, will be easy and natural.

Do you use your windows effectively?

In most cases, the store windows are potentially the best advertisement for the store. Some of the big city department stores charge the rent of every square foot of window space and the cost of electricity for lighting, as well as the salaries of the window dressers, to the advertising department. Unless you are giving thought to your windows just as though you were having to pay these expenses out of your advertising funds, you are not using them to their full advantage. Windows shall be changed often—some expert window dressers say every three days and they should tell the news of your store.

Would the display sell goods without the advertisement?

Oftentimes if the display were as carefully arranged as it ought to be to back up the advertisement it would sell the goods anyway. Then why spend the money in advertising that particular thing? Your business is to sell **goods**, not merely to **advertise**. Tackle something harder or something that carries a larger profit.

At all events, face the question asked by the tenth inch: "Will the display sell the goods?"

THE ELEVENTH INCH—THE SALESPERSON

Do the clerks know about the advertised goods?

If they do not know as much about the goods as you do, it is at least partly your fault if the advertisement is not effective. A little typewritten slip describing the goods and **selling them to the salespeople**, just as you try to sell them to the public, should be given to each clerk who is concerned in the sale of the particular merchandise in question, and to the other clerks so far as is practicable. Many an advertisement is rendered ineffective because the clerk has spoiled the whole thing in making the sale. The merchant thinks of his work as being over when the advertisement appears, but the **selling man** never fools himself with any such idea. He knows that **making** the sale is part of advertising.

So consider your **salespeople**: "Are they properly trained and informed to sell the goods?"

THE TWELFTH INCH—THE RESULT

Was it worth what it cost?

As just mentioned, many men often consider their work over when the advertisement is printed, but the selling man goes even farther. He tries to find out, not only how effective the advertisement was, but also whether or not the same effect could have been obtained at a lower cost. He will do better the next time if possible. Did your merchandise measure up to your advertising? Did your merchandise measure up to your advertising? Was the sale made easily and without friction? Did the customer feel pleased with the article and did he or she receive a favorable impression of your store? Finally, the twelfth inch demands of you: "Was the result such that it will make it easier to sell **more** goods?"



Prominent Shoe Retailers in the



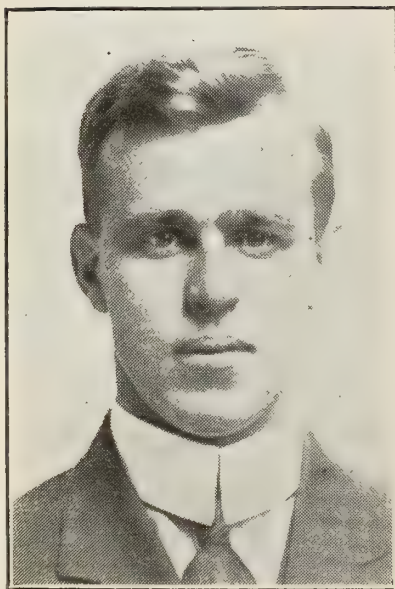
Mr. J. H. Hodgson—453 Barton Street E.
—Also takes an active interest in civic
government.



Mr. C. M. Haist—Owner of Woodley's
Boot Shop since 1911—formerly city
traveller for MacPherson Shoe Co.



Mr. Harry Cla
Highly esteem
shoe circles.



Mr. Thos. H. Ross—One year in retail—
Ten years on the road for Coates, Burns
& Wanless.



Mr. W. A. Smith, 42 King West—30 years
in the shoe business—6 years at the pre-
sent stand.



Mr. L. M. Barnett, Prop. Market Square
Cut Rate Store. Agent for the Slater
Shoe.

Picturesque City of Hamilton, Ontario



Ottawa Street—
ing rapidly in



Mr. James McPhail, 185 King East. 12
years retail; formerly in wholesale.



Mr. E. A. Cooper, 179 King Street East—
A shoeman of wide experience—formerly
in Western Canada.



Mr. S. Spence—three years in present
store on King East.



Wm. T. Batstone—Has been all his life in
the shoe business—seven years in pre-
sent store.



Mr. Geo. Behrens, 529 Barton Avenue—
An enterprising young retailer with
growing business.

New Freight Rules

THE Canadian Freight Association put into force on November 1st new rules regarding the addressing of freight, aimed to reduce to a minimum losses occasioned manufacturers and retailers through careless addressing. Officials of the Association state that hundreds of parcels are received addressed only to initials; some not even addressed at all; and others addressed so poorly that the address cannot be distinguished. Often when a number of parcels are to go to one retailer the manufacturer's shipper puts the address only on one package, consequently the packages get separated and lost. Stringent regulations regarding tags, marking and so on, have been drawn up and unless these are strictly adhered to by shippers, the parcels will not be accepted.

Scientific Fitting in the U. S. Army

A FOOT fitting device has just been put into use in the various camps and cantonments of the United States army, which promises to give results heretofore disappointing. The instrument is called the "Resco Fitting Device," and is illustrated in Fig 1. Having found that foot trouble is the cause of more evacuations from the ranks than other forms of sickness, it is now obligatory for commanders to satisfy themselves that their men are properly measured and fitted with shoes and socks. Foot-measuring machines will be supplied in the necessary numbers to all camps and garrison posts.

The new system of fitting has been designed by a Massachusetts man who first directed his energies toward the perfecting of a fool-proof device for army

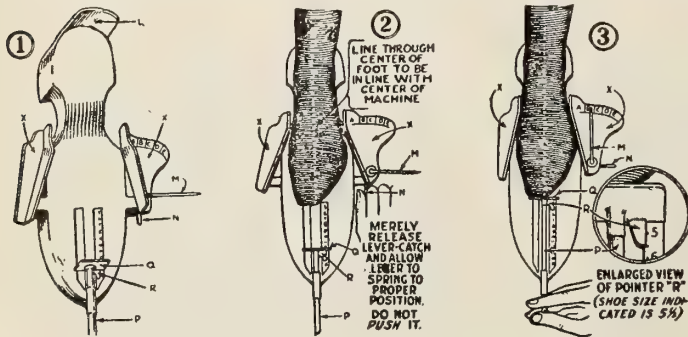


Fig. 1—The new Fitting Device Designed for the U. S. Army

use. In August, 1917, he put a staff of men at the task of measuring a thousand men and, as a result, found that 81 per cent. were fitted too short, varying from one-half to three and a-half sizes. It was this fact that developed the idea of a metal strip to be inserted within the shoe. (See Fig. 2.) When the soldier with his pack stands in the shoe in which this strip has been inserted, and his toes touch the toe-piece on the end of the metal strip, it is evident that he is fitted too short. The metal tip serves as a guide to proper extension.

In the instructions given with reference to proper fitting it is provided that "all shoes shall be adapted to the contours of the feet as soon as possible. Stretchers, with adjustable knobs to take the pressure off painful corns and bunions are issued by the quartermaster. All shoes and socks must be properly broken in before beginning to march."

The following is suggested, but not required: "The soldier stands in his new shoes in about two and a half inches of water for about five minutes until the leather is thoroughly pliable and moist. He should then walk for about an hour on the level surface, letting the shoes dry on his feet to the irregularities in the same way as the shoe was originally molded over

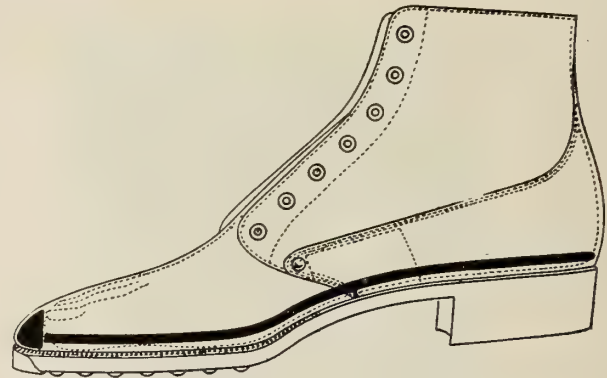


Fig. 2—Showing how the proper length is determined

the last. On taking off the shoes a very little neatsfoot oil should be rubbed into the leather to prevent hardening and cracking. If it is desired to waterproof the shoes at any time a considerable amount of 'dubbin' should be rubbed into the leather."

Those Repair Shop Slippers!

Editor Footwear in Canada:

Speaking of microbes, which leads us to think of Bill Kaiser, how many bugs of various sorts would you estimate there are in the average repair shop slipper? I mean those slippers they give you with which to decorate your feet while they are ministering to your "soles." These slippers stand around for months—possibly years—are worn by all classes of people and certainly must become questionable from a hygienic standpoint. Couldn't we start the "public slipper" along the path of the public drinking cup and the public towel? Why couldn't one of the large companies who deal in shoe repair shop supplies get out a cheap paper slipper so that a clean pair could be handed to every customer who wished to have repairs done while he waited? If I were a repairman myself I would make some such endeavor as this and advertise to my customers that I provided a sanitary pair of slippers if they wished to wait for their repairs. In this way, I think, sufficient added business could be secured to not only pay the cost of this service, but to yield me quite a good extra profit as well. Some people visit the repair shop like the small boy goes to the barber—only when necessity demands it. It will only be by making it easy and pleasant for people to patronize repair shops that after-the-war business will be maintained. I have noticed that you have for some time been advocating a general clean-up in repair shops and I am interested sufficiently to suggest that you now get after the unsanitary slipper.

Reader.

Buy Bonds to Beat the Boche.

Does Turn Shoe System Need Perfecting?

An Interesting Discussion Relative to the Merits of the Turn Shoe
as at Present Manufactured

READERS will recall an article on turn shoes in our October issue, written by Mr. Robert Sutherland, of Kingston. We have since received several letters from shoemen commenting on Mr. Sutherland's remarks, and we have also secured opinions from representative repairers and shoe manufacturers.

Two main points stand out in conversations with Montreal manufacturers of turn shoes—the necessity of using only the best materials, and the proper use of the shoe in relation to wear. Taking the first point, manufacturers insist that a cheap turn shoe is dear in the long run. From the very nature of the shoe it is clear that the sole, being of scant substance, must be of the best if satisfaction is to be obtained. The turn shoe is also abused. It is a nicely flexible shoe which should be used mainly for indoor purposes. Instead of that many people wear it outdoors and in weather and under conditions which quickly ruin delicate footwear. "It is a difficult shoe to repair," said one manufacturer, "and I know that repairers do not care for the job. However, if properly worn there should be no need for repairs. A turn shoe will last a very long time if it is used where it is intended, and that is, indoors. Retailers should endeavor to educate their customers along these lines."

With regard to channelling, the machines are made adjustable for this work—too deep a cut is due to faulty workmanship and not to any inherent defect in the machines. It is obvious that a manufacturer may buy the best stock but it is impossible to prevent occasional bad workmanship, even though the operations performed by the machine are as nearly foolproof as possible. If the channel in turn shoes is so deep as not to allow sufficient substance in the sole—thereby reducing the wearing qualities of the shoe—that is a matter of workmanship only. It cannot be attributed to the machine under the guidance of the workman.

Cheap Turns Should Not Be Made

In commenting on Mr. Sutherland's article, Mr. Joseph Daoust, of Daoust, Lalonde & Co., Limited, makers of "Patricia" women's welts and turns, stated that there was much justification in the criticism, if applied to the cheaper grades of goods. To make a good turn shoe by machinery a solid oak sole of between 9 and 10 iron should be used. By this method the complaint of Mr. Sutherland concerning channelling would be overcome. Mr. Daoust went on to say that a cheap shoe should always be a McKay—never a turn. If manufacturers would use a first-class sole in turns, good results would be secured.

The Opinion of an Expert

President Hayward, of the Toronto Shoe Repairers' Association, has the reputation of being an expert turn shoe repairer and, when asked for an opinion on Mr. Sutherland's article, stated that it was correct in all points. He thought, however, that the repairer who refused to handle turn work should not call him-

self a repairer. In his own shop he takes in sometimes six pairs a day, and claims to turn out much better work than was done in the factory. The practice of some repairers to McKay sew turn soles was, he said, one way out of the difficulty, but often there was not sufficient of the upper to sew the sole to and consequently the work was often unsatisfactory. Link stitching, he thought, was decidedly unsatisfactory. The statement that many turns are only worn a week or so and go to pieces was quite correct. He had had many instances of this. It was also true that make-shift jobs are many times done by repairmen—such as tacking. This sort of work he refuses to do. Mr. Hayward thought that the suggestion of leaving an extra margin of $\frac{1}{4}$ or $\frac{3}{8}$ in. on the upper, instead of trimming close, would be the one thing that would make turn shoe re-soleing satisfactory. As it is now there is very little left of the upper to sew a new sole to. The repairers' work would be much simplified if manufacturers would adopt this suggestion.

Some Good and Some Bad

Mr. C. F. Robertson, proprietor of the Modern Shoe Repair Shop, Toronto, points out that while many of the points covered by Mr. Sutherland are well taken, it must not be thought that all turn shoes are defective. The trouble, he thought, was confined to a few shops—other factories produce work that is quite satisfactory. Some turn shoes will wear the sole through before the stitching gives. The weight of the sole has, of course, much to do with it. A very light sole, after channelling, is a very delicate substance and will not give any sort of service to any person who is hard on her footwear. Then the workman may cut his channel a trifle too deep. The same fault is often noticed in the Goodyear sole when light soles are used. Mr. Robertson thinks the suggestion to leave $\frac{3}{8}$ in. margin is not good. To overcome the unevenness in the sole a heavy sock-lining would have to be inserted and this would defeat the object of the turn sole—flexibility.

* * *

Turn Shoes a Nuisance

Editor, Footwear in Canada:

The turn shoe is the biggest nuisance the repairman has to contend with. All that your writer says is true—the majority of turns are so poorly made in the factory that they give dissatisfaction and when they are taken to be repaired the job is neither satisfactory to the repairman nor to the customer. When I get a turn shoe in I simply put a McKay sole on—this does away with the necessity for turning the shoe and gives a stronger job. I have never had any complaint about this method and customers do not know that they are not getting a real turn job. I don't do a real turn sole job more than once or twice a year. The turn shoe could be very well discarded but in any event workmanship in the factory could be improved on. Much of the trouble is in cutting the channel. If this is done by a correctly adjusted machine the chances are good

for getting the cut the proper depth, but done by hand it is often too deep.

Subscriber.

* * *

System Does Need Perfecting .

Editor, Footwear in Canada:

Referring to your article in October issue, "Does the Turn Shoe System Need Perfecting?" I feel that a general overhauling should have set in years ago. Your article has dealt with the leading details and very little further comment can be made. The aftermath of repairing turn work is an annoyance to the retailer and the unfortunate repairer who may be capable and so situated that he cannot refuse the work. There is one suggestion in your article which I feel would be a remedial step—that is, instead of trimming off the surplus upper close to the seam as is, or should be, when woven material is used, to leave a margin for repair work. In the meantime I urge that busy brains and skilful hands begin at once on the perfecting of the system your correspondent speaks of. While turn work is put on the market the wearers will expect proper repairs. Some of the shoes brought in are in a deplorable condition, much of which is due to skimping in the construction, especially in the Romeo and Juliet series.

A head salesman in one of the large Toronto shoe stores said to me: "We have no trouble in getting shoe repairs done, but the work is often done in a manner very unsatisfactory to ourselves and the customer. For this reason we prefer that our customers take their turn shoes direct to the repairer and save us the trouble and annoyance. It is enough for us to be held directly responsible for damages that are not due to excess of wear. Some repairers even refuse to do the work at all."

A practical shoemaker recently spent some time in New York City visiting the shoe trade, and states that the average shoe repairer there is not considered competent to repair turn work properly. Among the better and average custom trade it is done in a limited way—the price placed on the work constituting a bar—two dollars is the figure for half soling a woman's turn shoe. Summing up, I believe that unless great improvements are made in the construction of turn work it is doomed to drop out of the market in a very short time.

One who has been through the mill.

* * *

A Retailer's Viewpoint

Editor, Footwear in Canada:

Regarding your article on turn shoes—I think the turn shoe is very essential for fine footwear—slippers, evening shoes, and so on. If we abolished the turn we could not get this fine class of footwear in McKays and Goodyear. In my store we have had a good deal of trouble with turned shoes lately and the trouble has been, as your article states, in the too deep cutting of the channel. I have no doubt that manufacturers have had trouble in securing competent labor, which partly accounts for it. In repairing, the only proper method is, of course, to turn the shoe and sew on a new sole, using the same holes. We conduct a repair department in connection with our store, and although we are not keen about taking in turn work, we do it without comment. It is a part of the business of repairing and the repairer should be competent to do the work properly. There is a large percentage of the re-

pair trade to-day who do not rely on personal skill to carry on their business, but rather on the efficiency of modern machinery. These men have only one thought, and that is to slash through as large as amount of work as possible. They are not shoemakers and cannot do a real shoemaker's work—consequently they kick when it comes to repairing turns, and, if they do not refuse absolutely to do it, generally can be counted on to make a botch of the job. I think the suggestion in your article to leave an extra margin on the upper would be a good advantage in repair work.

Shoeman.

Fitting the Stout Customer

"IT takes from 100 to 500 per cent. more time to fit the stout customer than it does the average person who enters a shoe establishment," said a successful buyer recently in a casual chat on the relative fitting troubles encountered in taking care of different types of people.

"The average person," he said, "has a fair idea of the style of shoe he or she is going to buy, before starting on the shopping excursion. Whether or not our friend 'Average Person' buys that style of shoe carried in mind to the shoe shop, of course, depends on the way the customer is handled by the salespeople.

"The stout person, however, may start out with the same general notion, but on the way to the shop said stout man or woman somehow changes his or her mind several times. And this vacillating attitude is carried right into the shop with the result that the salespeople are loaded with the trouble of it all.

"For example, we had a stout woman in here this morning. She came in and asked for a pump—a leather pump. She said she wanted a pump because one of her friends got one in our store the day before.

"Her friend, by the way, was a very slight young person and resembled a string bean. Our stout customer looked more like a pumpkin. Her feet were quite beefy and while not abnormally large they were not baby tootsies by any means. When the pump was adjusted to her foot she decided in a very great hurry that perhaps a Colonial would suit her better.

"I knew why she thought the Colonial would suit her better! She had the mistaken notion that the beefy portion of her foot which puffed right out from her pump near the throat, would be hidden by the buckle of the Colonial. Well, she was right in a way, and perhaps we could have sold her a pair. But I wouldn't have it that way, for either the house would have lost forever the good will of that customer or we would have been burdened subsequently with the trouble of making an exchange or some sort of an adjustment.

"I very quietly stepped up and told this stout lady she could have the Colonial if she insisted, but that she would have to take it without exchange privileges because, I said, I was quite sure the buckle, after a day of wear, would dig right into the puffed portion of her skin. The customer immediately saw the light of day, as it were. Needless to say, she did not buy the Colonial. If I hadn't taken hold and had not assumed a firm but pleasant attitude of—'Madam, you let me fit you with the kind of shoe that you should wear,' she would have taken up the time of our clerk until closing hour. As it is, she was with us about an hour and a half. When she left the establishment, instead of taking with her the pump that she came to buy, she took away with her a pair of high boots and

a sensible pair of oxfords, which I recommended as a change for street wear.

"We had another experience with a woman of great dimensions a few weeks ago," continued the speaker. "This one wanted a small, short shoe. She was of the impression she had a foot like Cinderella's. She called for a 5A. The shoe she had been wearing was a 6½B. When this was called to her attention she said that some fool clerk somewhere had fitted her improperly—that she should be wearing the size for which she had called. It so happens that all of our shoes carry the sizes very plainly. To prove to her that she should really wear the size that fits her and not the

size she wanted, we tried to adjust her foot to a 5A, with the result, I believe, that she is now permanently convinced that her foot draws a 6½B.

"On another occasion a stout woman came in for a pair of white high boots. Her feet on the stick drew a 3 and so we fitted her to a 7, or four sizes larger than the draw. The shoe we selected for her foot fitted like a glove. However, the white emphasized the bigness of her foot and made it look swollen. She noticed it and so did we. Of course there was nothing to do but give her a darker shade. We now invariably try to dissuade stout customers from buying white shoes."—Shoe Economist.

Solving the Country's Footwear Problem

IN the October issue of "Shoe Facts," published by Ames-Holden-McCready, Limited, Montreal, there is an interesting article outlining the position of the manufacturer and the dealer in providing the civilian public with enough serviceable shoes to go around. It is pointed out that the fullest co-operation is necessary between all branches of the industry.

Canada's shoe problem to-day is to produce more shoes than ever before, with less labor, and less materials. It is an interesting problem, and a difficult one to solve. But it can be solved by the earnest co-operation of the manufacturers and retailers of shoes.

Leather and all materials used in shoes are scarce, and are growing scarcer every day. There is an actual decrease in the supply which Canada receives, because of the embargo placed by the United States upon exportations of hides due to an enormous increase in the demand for shoes for army use, as well as a corresponding increase in the production of other equipment made from leather. Canada is now forced to depend upon her own limited production of leather, and at the same time the demands upon her limited stock are being daily increased.

It is difficult to appreciate just what it means to supply an army with shoes and at the same time to see that the civilian population has enough to go around. A soldier in active service requires eight times as many shoes as he does in civilian life. On the average he must be supplied with a new pair of shoes every twenty-one days. Every man who enters the fighting forces not only helps to reduce the man-power which is available for the factories and tanneries, but immediately begins to consume eight times as many shoes as he did before. This is a two-edged sword which cuts both ways; decreasing a necessary source of supply and at the same time greatly augmenting the demand. There is no probability that these conditions will be relieved so long as the war lasts.

Prices are high, and will be higher. That fact cannot be altered. Economic conditions of a short supply of leather and other materials, plus a shortage of labor, must inevitably force prices up. It is simply impossible to make the same shoe as last year at anywhere near last year's price.

Such is the problem in outline. The task which is set for the Canadian shoe industry is to supply enough shoes of good quality to go around. We have said that it can only be accomplished by the right degree of co-operation between manufacturers and dealers.

And the first step is the clear understanding of what the problem really is.

What the Dealer Can Do

The ten thousand dealers in shoes in Canada can help materially to relieve the situation, simply by doing certain things which it is to their best interest to do anyway.

As every dealer knows, it is possible to "skin" much of the wearing qualities out of a shoe without materially changing its outward appearance. And some dealers thoughtlessly demand such shoes, because they wish an article which can be sold at the same price or nearly the same as last season. Of course, shoes skinned to meet a price cannot contain the same quality as last year, in the face of conditions, and they soon go to pieces. This hurts the dealer, for a portion of the good will which he has been years in building is gone. But it also hurts on a larger scale, because it is a positive waste of precious materials.

The leather which went into the cheap shoe is wasted, because it was not properly reinforced nor properly handled. The consumer has wasted his money, because the investment of a dollar or two more would have gotten him shoes which would wear twice as long. And the dealer has probably lost a customer which he has spent time and money to get.

So the first thing for the dealer to do—his first contribution to the solution of this national problem is to buy serviceable goods. Don't expect to get them at the same price as last year, quality for quality. It cannot be done. But see that the quality is there, even though it means persuading your customers to pay a higher price. Put wearing qualities first and price second. It will pay you to do this. It will be doing your customer a real service and it will help to save millions of feet of leather in the course of a year.

The dealer should remember that every idle pair of shoes on his shelves is helping to intensify the shortage. It is imperative that every ounce of leather should be made to yield the greatest amount of wear that is possible, and that every idle pair of shoes should be put to work. Clean your stock, and keep it down as low as is consistent with good service. Get rid of the "stickers." Put them to work!

Clean out those slow-moving lines which you are holding in the hope that conditions may change so that you can sell them at a profit. Conditions are not going to change materially until the war is over, at any rate.

Buy fewer styles, and fewer shoes of each number.

Let the manufacturer carry your stock for you. Buy enough to protect yourself for a reasonable time, and rely upon the manufacturer's reserve stock for sizing-in orders. Carry just as little superfluous stock as possible, and see that every shoe on your shelves is put into service as soon as possible. Incidentally it means more profit for you if you will do this, besides helping to relieve market conditions.

Canada's shoe problem can be solved if manufacturer and retailer will pull together, and will co-operate in giving the consuming public an intelligent understanding of conditions. High prices we cannot avoid, but together we can see to it that every dollar of the consumer's money buys a fair dollar's worth of quality, and that the needless waste of materials in superfluous styles and shoddy goods is reduced.

Vancouver's Surgical Boot Maker

VERY interesting is the business career of S. J. Friedman, at present the proprietor of the West End Shoe Hospital, 320 Granville Street, Vancouver. Mr. Friedman has been in the shoe business all his life. Born in Russian Poland, the son of a practical shoemaker, he has had a very interesting and adventuresome experience. To a representative of "Footwear in Canada," Mr. Friedman said he began making his own shoes at the age of nine years, and had a particular liking for tan military shoes, high heels, etc. In his home town there was an



Mr. S. J. Friedman

academy for training of priests. One day the military shoes worn by young Friedman caught the fancy of one of the priests, who asked that his measure be taken for a similar pair. This led to quite a trade for his father with the other members of the college. Mr. Friedman explained that in those days the measuring of the foot was not as easy as it is now as pencils were not known in his town at that time. The working diagram was made by tearing a piece of paper to the desired shape. When twelve years of age Mr. Friedman went to the British Isles, where he worked for three years before saving enough money to pay his passage to the United States. When nineteen he was in business for himself, and since that time he has been working steadily at his trade, running his own shop,

and at other times for large shoe manufacturers in the capacity of foreman. At one time he was superintendent of the Brown Shoe Factory at St. Louis, Mo., having three hundred men under his charge. Being of a wandering disposition Mr. Friedman had made shoes all over the American continent from New York to Frisco and from Chicago to Mexico.

At present he is conducting his own shop at Vancouver on his real hobby—the making of surgical shoes for deformed and broken feet. Mr. Friedman is recognized by the military medical men to be in a class by himself when it is a question of outfitting crippled soldiers with footwear. Since the first arrival of wounded men from the front Mr. Friedman has made shoes for hundreds of soldiers who thought that they would never again be able to use their feet to advantage.

History of Quebec City Shoe Industry

A RECENT issue of the Quebec Chronicle is devoted to industrial conditions in Quebec City. It is pointed out that after the war there will be splendid opportunity for the city to secure new industries, not only from Canada but also from the United States, where there are many desirous of opening Canadian branches. It is possible that a trade commission will be secured by the Board of Trade to help along this movement. In connection with the boot and shoe industry, the "Chronicle" says:

The origin of the industry in Quebec has been the subject of some doubt and dispute, but in reality there is no uncertainty about it. Two very common errors still prevailing in this connection are that Quebec was the birthplace and cradle of the industry in Canada, and that its pioneers and founders here were Messrs. James and Joseph Woodley, two very enterprising and prominent citizens of the Ancient Capital during the middle and latter half of the last century. But the truth is that boot and shoe making by machinery had long been established in Montreal before it took root in Quebec, which was not until 1863, when the decline of the wooden ship-building industry was beginning to throw large numbers of the local working classes out of employment. The first boot and shoe factory in Canada, of which there is any record, was established in the sister city by one Georges James, from Boston, as far back as 1828; but this was long before the introduction of the wonderful machines which have since revolutionized shoemaking, and there is every reason to believe, therefore that this so-called Montreal boot and shoe factory of 1828 was only a larger shop for the production of hand made goods. Between 1840 and 1850 over a half a dozen small factories, prompted by the invention of the sewing machine, sprang into existence in Montreal, the first of these to use steam propelled machinery being that of Brown & Childs, who established a three-storey factory in Notre Dame street, and who, in 1847, imported several Singer sewing machines for putting together the uppers of boots.

Nor were Messrs. Woodley the first pioneers of the industry in Quebec, though they gave a great impulse to it. The real credit of leading the way in a branch of trade which was destined to become before long the staple industry of Quebec and furnish means of support to a larger body of its population than even the lumber trade, rightfully belongs to the firm of Cote & Bresse, which was then composed of Messrs. Louis

and George Cote, of St. Hyacinthe, and Guillaume Bresse, of Chambly.

Some of the equipment in our Quebec factories today is a most interesting study in itself, and shows how far human ingenuity and skill have been carried in contriving and improving labor-saving and rapid producing devices, as well as for turning out with ease and speed the goods from the highest to the lowest grades called for by the needs of the market. It includes sewing machines, pegging machines, sole sewers, sole cutters, heeling machines, eyeletting machines, punching machines, skiving machines, rolling machines, heel burnishing machines, edge cutters and burnishers, sandpaper buffing machines, beating out machines, and a multitude of others with which none but the initiated are acquainted.

Hides and Leather

Interviews with leading men connected with the hide and leather business together with manufacturers of boots and shoes in this city, have shown to what extent the trade has improved within the past few years.

While the improvement shown is general, a great deal of it is due to army contracts, so much so, that the manufacturers feel that they have as much business as they can conveniently take care of.

Mr. James A. Scott, possibly the largest dealer in hides and leather, with place of business at No. 556-576 St. Valier street, reviewing the leather and shoe trade in Quebec for the past year and a half said:

"From reports received from the different shoe manufacturers, I would say that there has been a remarkable change in the leather and shoe trade since last May, and between the general improvement in business and the army contracts, the shoe men appear to have as much business as they can take care of just now.

"We still have the everlasting labor trouble, which is now accentuated by the scarcity of men and they are earning so much money that they only work when they feel inclined.

"Money is plentiful, payments were never better, losses are nil, all surplus stocks of boots and shoes have been absorbed and generally, I regard the leather and shoe conditions as very satisfactory and extremely promising."

Letting the Public Know

Public confidence follows public understanding. It is always better to adopt the policy of "the public be told" than the discredited and outworn policy of "the public be damned."

The shoe trade is facing a double problem, high prices, and a scarcity of materials. It means a real hardship to many consumers of shoes, and some of them are wondering if the shoe trade is not really to blame for it. If there ever was a time when the public should be told the real truth of the matter, that time is now.

Ames Holden McCready have inaugurated a vigorous campaign to let the Canadian public know. More than five hundred newspapers, besides a list of magazines, are carrying regular messages to the shoe-buying public in order that they may understand the truth about conditions.

Every shoe dealer in Canada has an interest in this advertising message, whether he carries A. H. M. shoes or not. Every dealer in Canada will benefit from it. But the dealer who is fully awake to his opportu-

ity cannot only make it produce actual sales for him, but can also make it contribute to the most valuable thing he owns—the good will of his customers.

Minimum Wage for Shop Girls

A \$12 minimum wage for adult women sales clerks, with experience, in the retail stores of Winnipeg and St. Boniface, has been decided upon by the Manitoba Minimum Wage Board. A weekly half holiday is also provided where there is Saturday night work. The total number of women workers affected by the ruling is about 4,000. Where a salesgirl has longer than four hours of uninterrupted work she must be given a ten minute intermission of rest during that period. Certain other standards of ventilation, lighting and rest room accommodation are demanded.

Large Subscribers to Victory Loan

The Dunlop Company were one of the first to announce a subscription to the Victory Loan. The Directors decided, after a brief discussion, to subscribe for one million dollars worth of the bonds. This subscription did not represent conversion of previous loans, nor did it include personal subscriptions by either directors or employees of the company. This announcement was telegraphed to the leading newspapers all over the country and was the first large announcement to appear anywhere in Canada. The Dunlop factory and office staff also got their honor flag for obtaining the subscription percentage set by the Victory Loan Committee. One of the most touching things in connection with the employees' campaign was that the first subscription came from Pte. W. C. Dies, formerly head of Dunlop shipping department, who is probably the worst wounded man ever returned to Canada. Private Dies lost both eyes and his right hand at Vimy Ridge and was awarded the Military Cross. When he heard that the employees' subscription list was open he phoned the company and asked to have his name put down for \$200.00.

Patent Leather Reviving

Patent leather is making a strong bid for popularity and no doubt will sell well in both oxfords and pumps. It will be recalled that patent was one of the best sellers this spring. Shiny leather appeals to manufacturers from an economic standpoint, as it is the lowest priced available shoe leather on the market to-day.—Shoe Retailer.

A Comfort Stunt

A man who is on his feet most of the day told us that the first genuine relief he has had from callousness on the sole came when a shoe retailer, in selling a new pair of shoes, put in a pair of insoles with a round hole cut in each one just beneath the callouses.

It is interesting to note, in a manufacturer's advertisement in this issue, that several attractive models in oxfords and pumps for spring are cheaper when made of patent leather. In the five leathers specified, patent is the lowest and brown kid the highest.

Making Sure of a Profit From a One-Man Business

Eight Things for the Small Retailer to Do if He Wants to Persuade His Customers to Pay Him a Profit

By Stanley A. Dennis

BOOTBLACKS, apple women, newsboys and junk dealers are what insurance men call "good risks," when it comes to making sure of a profit. Their chances for a long business life are good, and their chances for making a sound profit are excellent.

On the other hand, grocers, meat dealers, druggists, shoe dealers, drygoods merchants and other retailers are "bad risks" in the business world. For, unlike the bootblack, the apple woman, the newsboy and the junk dealer, the average American retailer does not know from day to day and from week to week whether he is making a profit or not, nor how and why he made a profit if he did, or a loss.

In attempting to make sure of a profit from a one-man business, the dealer is up against a difficult proposition. His own particular road to profits is unmaped. He may find it a stretch of asphalt, but the chances are he will find it a corduroy road. He may find some of the bridges down. He is quite likely to lose time through punctures and blow-outs. It will be surprising if he does not run out of juice now and then. He may have to get out and get under. Somebody along the road is sure to beseech him to tow him in. And if he finally arrives at Profit Town, he is entitled to sleep late at the best hotel and to order alligator pears for breakfast if he wishes.

Someone has said, "This is what profit is: It is the amount consumers gladly pay a business man for doing a risky job unusually well." That is a good definition of profit.

I want to throw the spotlight on this one fact: The customer pays the profit. Maybe you think you can wheedle it out of him unawares; maybe you think you can fool him part of the time, or all of the time; but in the end you cannot do any one of these things successfully. He pays whom he will and when he will and what he will. You may persuade him, coax him, lure him, even threaten him, but in the long run he controls his purse strings. He is the only source of your profits. You know that the difference between success and failure is a matter of cents and fractions of cents on a great number of sales. He knows it, not because he cares about you, but because he cares for his coin. Therefore, he keeps a scissors hold and a hammer lock on every penny and nickel he possesses.

Under what condition, then, will the customer pay you a profit? There are, it seems to me, at least eight fundamental things you must do, if you will persuade your customers to loosen their purse strings. I say fundamental because I am convinced that the great bulk of small American retailers need a grammar school course in merchandising far more than they need a post-graduate course in the same subject.

You must make your store accessible to the cus-

tomers; he follows the line of least resistance. He takes no more steps than necessary. People make paths through a city as cows make paths through a pasture. put your store on one of these man-paths. You may coax people into a side street, but you don't have to do any coaxing to get them on a main street. Go where the crowd congregates naturally. Most of us are not big enough to swing the crowd against its will. A location next to a garage or livery stable is not likely to be a good one, other things being equal. People almost unconsciously avoid a sidewalk which is crossed by vehicles entering and leaving a building.

Be sure the crowds you reach contain prospects for your goods. A great retail cigar company locates its stores only after counting with an adding machine the prospects passing corners that seem to be equally populous and valuable. Crowds may and may not contain purchasers for your stocks, but surely any crowd on a main street is better than nobody on a side street. If you must pay a high rental to reach your prospects, buy for quick turnovers and profit accordingly. A corner is good, but a middle-of-the-block store may rent for less and still tap the same stream of prospects.

Keep Talking About Your Store.

You must keep your customer informed about your store. When you buy a suit of clothes, a sewing machine, do you hunt out a tailor, an agent, or a dealer of whom you have never heard? The answer is obvious. The customer never does any thinking he can delegate to someone else. When you advertise you collect a profit because you make it unnecessary for a prospect to do any thinking in order to find a place at which to buy. You can afford to advertise no matter how small your one-man business is. You cannot afford not to advertise. Think for your prospect and add a bait to your thought. Then your prospect will become a customer. I know a bootblack who has fourteen signs in one barber shop. I never knew a junk-wagon man who didn't advertise at the top of his lungs. Advertising elects a President of the United States. When every winner in life advertises, is there any reason why the shoe dealer should not?

Keep your store clean. It seems almost absurd to mention this. But cleanliness is not a striking characteristic of most retail stores to-day. Your customers, especially women, instinctively prefer a clean shop to an unclean one. You are not performing a risky job unusually well, if your store is not clean. Therefore, your customer is not likely to pay you a profit. Store windows are often depositories for dust and mausoleums for unswatted flies. You judge a man's personal cleanliness by the appearance of his business card. Your prospect judges your store interior and your methods of doing business by your show windows. Remember that in older cities there is a greater pro-

Now is the time to feature cosy slippers for the cold winter evenings.

portion of old buildings than in younger cities. Old buildings are harder to keep clean. Hence stores in old buildings are harder to keep clean than stores in new buildings. The customer will pay a profit on hot water and suds.

Keep your store attractive. People like beauty in any form and any degree. Women are perhaps more susceptible to beauty than men. Too often you have reasoned wrongly that the attractiveness of the large store windows is the result of dollars. Such is not the case. Attractiveness in the store itself and in the display of goods usually costs surprisingly little. It is so often just a matter of good taste in color schemes and common sense in quantity and arrangement of goods.

Study Out a Profitable Arrangement.

Keep your store conveniently arranged. Most customers are in a hurry. You avoid a store which is habitually slow in waiting on the trade. So do your customers. The profits go to the dealer who arranges



You own the store—You welcome the customer and bid him call again—
There is no chance here for delegated hospitality

his store and his stock so that trade may be served promptly and with the least effort. Convenience should begin at the threshold of your store. If the prospect must walk up or down two or three steps between the sidewalk and the store floor, you are very likely to lose trade, and therefore profits. People will not climb steps, if they can avoid doing so. That is evident on Monday, and it is even more evident on Saturday, for fatigue is greater at the end than at the beginning of the week. I know of a grocery store in a Middle Western city which failed for no other reason than that the trade was obliged to climb three steps to enter the store. If your store is slightly higher or lower than the sidewalk, tear out the steps and put in an incline. This change alone will advertise to prospects that you have their ease and convenience in mind.

Did you ever think of your store as an operating room? You are to perform an operation on your prospect. You are to cut open his pocketbook and remove a profit. Why not have your instruments—meaning your goods for sale—arranged accordingly? You know how fast and surely a surgeon moves. Every motion counts. If surgeons had their operating rooms arranged as inconveniently as many stores are, the cemeteries would be more populous than they are. If retailers arranged their counters, shelves, tables, show-cases and stocks so as to serve the customer quickly, and without interference with other sales under way at the same time, more operations on prospects' pocket-books would be successful.

A word of caution about shelves. Beware of the shelves that extend higher than you can reach. If you put up shelves that extend to the ceiling, the natural tendency is to stock up those shelves, for you do not want your trade to see them empty. Nine times out

of ten, the proprietor of a one-man business overstocks when he fills ceiling-high shelves. In so doing he cuts down his rate of turnover and his profits also. Many retail lines are overstocked in this way.

The Customer is a Guest.

Treat your customers as you would treat a guest in your home. Did you ever leave a store feeling that the clerk or proprietor had assumed he was conferring a favor on you in making a sale? I have and doubtless you have also. Did you go back? Seldom. In this matter of personal contact between customer and proprietor the one-man business enjoys a very definite advantage over the large business house with many executives. You own the business. You run the store. You are the man who touches hands with your trade. There is no chance here for delegated hospitality. You welcome your prospect and you bid him call again. You can hardly place too high a value on this element of personal contact with the trade. Don't fail to capitalize it. And remember that your customer expects to receive this personal courtesy, this personal attention, this personal touch. The customer knows you run a one-man business.

Offer to sell the public what it wants. The customer usually knows what he wants. He will pay you a profit more readily when you sell him what he wants than when you try to sell to him what you want to sell. Nearly all successful sales campaigns to-day by manufacturers and wholesalers are based on the most searching market analysis. I see no reason why the same idea should not be applied to the small retail business, and I do know that it is applied in many successful one-man concerns. It is only studying your customer in order to find out what he prefers to buy and how much. You collect a profit accordingly.

If you want to please the Kaiser, give up the idea of buying a bond, and if you've bought some, don't buy any more.

Sooner or later some dealer will pull far ahead in the race because he will apply this method to the buying and selling. There is no good reason why a dealer should stock up on goods which he recognizes may be a good guess or an equally bad guess. The dealer can analyze his market as profitably as the manufacturer or wholesaler. Brain work! That's all. He can make test sales, and check them up carefully before stocking up heavily. Again, this is only thinking out your customer's needs before he does and being ready to supply them on demand.

A Fair Price to All.

Sell at a price that is fair to all. This means selling at a price that is fair to your customer, fair to your competitor and fair to yourself. This selling price may be fair. It may not be fair. If it is, you are likely to be on the road to profit; if not, you may be on the road to failure. If it is fair, it is probably so because

Do you know that to get 33 1/3 per cent. gross profit you must add 50 per cent. to invoice price?

your costs have been taken correctly. If it is not a fair selling price, it is probably so because you have not estimated your costs correctly. More one-man business concerns fail to make a profit, in fact go to the wall, because of careless handling of costs than for any other one reason. In most one-man business concerns to-day costs are handled in such a slipshod, wire-spindle fashion that the ultimate failure of these stores is almost a foregone conclusion.

If you will increase your chance for taking a profit in the one-man business, you must be sure that your selling price is sufficient to cover every element of cost involved and cover that cost accurately. This means that you must know your cost accurately. The most dangerous man in business to-day is the man who does not know his cost of doing business. It is almost certain that he will wreck his own business, not to mention the injury he does to the business built up by other dealers.

Dealers, whether large or small, whose pockets are bulging with profits, tell us, then, that these are the fundamentals of profit-making: Make your store accessible to the customer. Keep the customer informed about your store. Keep your store clean. Make it attractive to the customer. Arrange it so that you can serve the customer advantageously. Treat your customer as a guest. Sell the public what it wants. Sell at a price that is fair to all. The customer pays best to the dealer who serves him best. To the dealer who will apply these fundamentals and do business from the service point of view the bootblack, the apple woman, the newsboy and the junk dealer will make their bows and bestow the blue ribbons that mark the champion profit makers.

Arithmetic in Modern Business

By J. Clarence Howell*

IT seems to be true that the average person is unable to cope with the ordinary problem in percentage if it goes beyond one operation. It is necessary to get the idea that there is no equality between rates of per cent. unless their bases are equal, and furthermore, that no comparison can be made between them until they have been reduced to terms of the same unit value or to per cents. of the same base.

The mention of any number of per cent. is meaningless unless we couple with it a specification of our basis of computation. Instead of "What is the per cent. of gain?" the business arithmetic should read: "The gain is what per cent. of the cost?" or "What per cent. of the selling price is profit?" depending upon which we mean.

Yet many business men seem to have persistently refused to acknowledge that **any per cent. of a smaller sum is a smaller per cent. of a larger sum**; that if a fixed sum is a certain per cent. of a certain sum it is a smaller per cent. of a larger sum, or to put it concretely, that if 25 is 25 per cent. of 100 it is only 20 per cent. of 125—and 25 per cent. increase over cost is only 20% profit on the selling price. An incorrect or incomplete understanding of percentage of profits and failure to observe the proper method of figuring the percentage of profit is the rock on which many commercial undertakings have gone to pieces.

No matter whether the prime or gross cost is used,

the percentage of profit should be calculated on the selling price. Business men generally are coming to a knowledge of the fact that universal convention in an approved method of figuring the percentage of profit adapted to business conditions, will accrue to the general benefit of all.

Why Figure the Percentage on Selling Price

The sales totals are always readily ascertained, but the total of each individual, daily and monthly cost of goods sold is seldom, if ever, recorded in the books of business houses. Therefore, with the sales totals always present and the fact conceded that the purpose of the business is primarily selling, is not the sale a proper base for all calculations, and how could

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cost be considered when it is not definitely known by reference to sales books? Gross costs can only be ascertained from the totals obtained at the end of the business year, and are not shown daily as are the gross sales. The amount of profits depends largely on the volume of business, so that the percentage of profits to sales is clearly indicative of the character of the year's work. The percentage of profits on cost would not indicate so accurately the result of the year's business.

The percentage of expense of conducting a business may be readily ascertained by dividing the gross expenses by the gross sales.

As this percentage of expense is on the sales, it is thought best to refer to the percentage of profit on the sale to avoid any misunderstanding and consequent loss through the use of any other method. For instance, if you figure your percentage of profit on the cost and your overhead expenses on the sale—you may add 25 per cent. to the cost with an overhead expense of 20 per cent. on the selling price and expect to make money. Do you?

The salary or other form of remuneration of salesmen is always reckoned on the sale and the amount is always based more or less on a percentage of the sales totals.

Mercantile or other taxes of a similar nature are assessed on a certain percentage of the annual sales. Also, if any special taxes are levied the amount is always a certain percentage of the selling price of such items and not a percentage of the cost.

All allowances in percentage to customers for any reason, or no reason at all, are based on the selling price.

Result of Figuring Percentage of Profit on Cost

As an illustration of the greater safety of figuring on sales, a case may be cited where the general manager of a business sold an article which cost 80c for \$1.00, and basing his percentage of profit on the cost figured that he was making 25 per cent. At the end of a given period the sales totalled \$20,000. The manager told a stockholder the amount of sales and also the percentage of profit. The presumption was that a profit of \$5,000 had been realized, while the books only showed a profit of \$4,000, or 20 per cent. on the sales. This general manager was doubtless like many other

* Commercial Department Wichita High School.

men in the fact that it is necessary for them to explain many, many details. Then why add one more item to this list of things to be explained, when useless, time-wasting expositions could be spared manager and stockholder by figuring on the selling price. Cases have come to our notice where arrests for defaulting have actually been made in such instances, and the wisdom of figuring the percentage of profit on the sale has been taught the prosecutor and defendant at considerable expense.

"A retailer was buying shirts at \$1.00 apiece. I asked him how much it cost him to do business. He

said he thought 25 per cent. would cover it. I asked him what he thought he could make on it; he said he marked it up for 20 per cent. profit and his price was \$1.45. His price should have been \$1.81 to make a 20 per cent profit." Since 20 and 25 per cent., or a total of 45 per cent. off \$1.81, leaves just \$1.00.

Furthermore, the method of figuring the percentage of profit on the selling price is followed and insisted upon by thousands of manufacturing and mercantile houses throughout the country, who only advocate methods which are absolutely correct and in accord with sound business practices.

Winnipeg's Exclusive Ladies' Shoe Store

THE recent opening of Kilgour's Boot Shop, handling ladies' shoes exclusively, marked an innovation in the retail shoe business of Winnipeg. The beautiful new store, situated in the heart of the shopping district, with its imposing windows, store front and interior fittings, makes it one of the finest. The interior arrangements are different from the ordinary shoe store, both in their arrangement as well as new departures for the convenience of its patrons. The floor space is 140 feet long by 30 feet wide, and is divided into two departments, the

boots at the front and low shoes at the rear, and has a seating capacity of 40 people at the time. The low shoe department is carpeted with a rich green carpet, and fitted up with massive oak settees, the tops of which are used for displaying shoes. The department has two mirrors, one reaching nearly across the rear of the store, and the other set in the fixtures near the stairway to the mezzanine floor. The store is well lighted by twelve 100-watt nitrogen lamps, shaded by bowls, to give a soft, clear light. The high shoe department, reaching from the front to the middle of



Interior of Kilgour's Boot Shop, Winnipeg. This new store embodies many up-to-date ideas in equipment.

the store, is covered by inlaid linoleum with runners of green carpet down both sides, as well as green rugs in front of each row of chairs. These are arranged horizontally, and spaced wide enough to give ample room for salespeople to get shoes on either side of the store with the least possible delay. The lighting fixtures consist of fourteen 100-watt nitrogen lamps, complete with "Holophane" bowls, as well as three clusters of lamps suspended from the ceiling. In the centre of the department, between two large mirrors, which are set into the fixtures on either side, a circular white enamelled table with four shelves, used for displaying shoes, while at the front is a large glass show case, in which are displayed slippers and hosiery. At the back of this department, near the wrapping counter, is another large case for displaying shoe findings. At one side of the front of the store is a space curtained off by a rich green curtain, which is used as a ladies' rest room. It is beautifully fitted up with two chairs and a writing table of quarter-cut oak, lighted by a shaded table lamp. On the table are cheque blanks and writing materials.

The main office is situated at the front of the store above the windows, and from there every move made on the floor can easily be seen. The shelving is made for standard size cartons, and reaches from the floor to within two feet of the ceiling, being divided half-way up by a balcony on both sides of the boot department, and by the mezzanine floor at the rear. One pair of a size of each line is shown below, while above the balcony, and on the mezzanine floor the reserve stock is kept. The cartons carry a uniform label, and the shoes are arranged in the shelves under different numbers, denoting the different leathers, with the higher-priced shoes to the front, and graded down to the cheaper shoes towards the back. Each pair of shoes carries pair number, which is shown on the labels of the boxes as well, so it is very simple to get the shoe wanted quickly. The pair numbers prevent the selling of odd shoes, even by a novice. (This is called the "mate stockkeeping system"). The sizing system is standard throughout the store, and the selling price is stamped on the under right-hand corner of the box.

Believe in Three Fundamental Principles

During these times, with competition so keen, the three fundamental principles that Mr. Kilgour believes in are: (1) "Proper Window Display;" (2) "Store Service," and (3) "Selling Merchandise of Only Known Quality." Dealing with the first, windows are carefully dressed on an average of once every four days with shoes that are properly formed at the factory, in order to show up the lines of the shoes to better advantage. "When you consider," said Mr. Kilgour, "that the monthly rent is paid for the whole store, and that the windows are the part watched most, both by customers of the store as well as strangers, we think that the windows, tastefully dressed from time to time, are certainly one of the best drawing cards a business can have.

Store Service

"Store service, the second point we consider, covers a much larger scope, and practically makes or breaks a store's reputation. We believe in keeping our word with our patrons, whether it is about the time parcels will be delivered, or when we promise shoes to be either repaired or cleaned at a certain time, we see that they are ready at that time, as nothing will shake a patron's confidence as quickly as break-

ing a promise to them. We try, even though we are busy, to greet every person who enters our store, as a cheery greeting goes far towards making a person feel more at ease, and incidentally makes it easier to make the sale.

Dealing With Hard Customers

"Customers who bring back shoes either for exchange, refunds or complaints, should be very carefully dealt with, as these are the times when the general public are the hardest to be suited. We cheerfully exchange shoes, or if we have nothing to fit the customer with, refund the money in the same pleasant manner that we took it. The adjusting of complaints in extreme cases is handled by one person alone, who sums up the situation from both sides, and in cases where the shoes are defective with a short wearing, which we easily can determine, as we date-stamp our shoes on the lining, we replace the shoes. In other cases we believe in satisfying our customer, because a satisfied customer can do a lot of publicity work for you. We consider this one of the best and most direct ways of advertising to get results.

"Merchandise of only known quality is the one and only way to hold a business once you have been successful in building it up."

Mr. R. L. Savage Bereaved

Mr. Kenneth C. Savage, the eldest son of R. L. Savage, the well-known representative of Clark Bros., Ltd., St. Stephen, N.B., and J. F. Clark, Limited, Montreal East, died at his father's residence in Westmount, from pneumonia. Prior to joining the Canadian Army Service Corps, the late Mr. Savage represented the same firms as his father and had also had experience in the retail end of the business with the Walk-Over Store, Toronto. He was prominent as a swimmer and water polo player. Mr. R. L. Savage has received many expressions of sympathy on his loss.



Handsome Cup awarded Mr. Griffith B. Clarke for the supremacy of his speed boat, the "Leopard" in the Canadian National Exhibition power boat races. Motor boat racing is one of Mr. Clarke's hobbies, and this splendid trophy is good evidence of his skill.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Major Kenneth Dean Marlatt, a member of Marlatt & Armstrong, tanners, Oakville, Ont., was a recent speaker at the Boston Shoe Trades Club. Prior to the war he was serving as lieutenant in the Ninth Mississauga Horse. At the outbreak of war he joined the Fourth Canadian Mounted Rifles as lieutenant and sailed for England. He took an active part in the battles along the Somme Front and at Arras, and returned to Canada, as captain, in March, 1917, on three months leave. In June he became attached to the British and Canadian Recruiting Mission, being placed in charge of the Boston Depot. In his talk Major Marlatt made it very clear that before one thinks of peace or talks peace he should keep constantly in mind the things that have gone before—should remember that Germany was intent upon world domination and all that it implies to social, political and business interests.

The following have been elected officers of the Montreal Shoe Manufacturers' Bowling Association: President, Joe. Harris, Wayland Shoe Company; vice-president, A. Lelieve, Star Shoe Company; secretary, E. Bourgeois, Parisienne Shoe Company; treasurer, T. Partier, Canadian Footwear Company. The Association includes practically every shoe firm in the city, contests being held every Friday.

A despatch from Quebec reports that the shoe factory of J. M. Stobo, 92 Arago street, has been severely damaged by fire, the loss being covered by insurance. The firm was established in 1901 and manufactured for the jobbing trade, medium McKays, men's and boys' standard screw and pegged goods and men's and women's welts.

W. S. Edwards, of Edwards and Edwards, sheepskin manufacturers, Front East, Toronto, has just recovered from an attack of the prevailing epidemic and states that they have been badly hit by it at their plant at Woodbridge.

C. O. McKim is opening an up-to-date shoe store at 596 Bloor Street West, Toronto, to be known as "The Service Boot Shop."

The Arrow Shoe Company, shoe manufacturers, Montreal, have registered. Messrs. Sam. L., Maurice, Henry and Sydney Nathanson are the principals.

The boot and shoe, rubber and leather industries were strongly represented on the Montreal committee of the Victory Loan. Mr. Nap. Tetrault, of the Tetrault Shoe Mfg. Co., was captain of one team, a majority of the members being connected with the shoe and leather trades—Messrs. Emile Chaput; Joseph Daoust; P. A. Doig; Oscar Dufresne;

R. M. Fraser, M. F. Furey, Harry Gibbins, Denis Guilbault, Edwin Hurtibise, Alf. Lambert, Paul Leduc, Victor Levesque, John McIntyre, W. F. Martin, Henri Merrill, Rene Moncel, Paul Roy, W. St. Pierre, Walter Sadler, W. B. Strachan, Victor Tardiff, Arthur Tourville, Theo. Viau, E. Whitley and A. M. Wright. Mr. T. H. Rieder, (Canadian Consolidated Rubber Company), was chairman of the Employees' Committee, of which Mr. Oscar Dufresne was also a member. Mr. W. F. Bilger was a member of the local publicity committee, while Mr. Geo. G. Gales was on the features committee. Mr. L. E. Wygant was on one of the teams.

Mr. Martin, of the John Ritchie Co. Ltd., Quebec, was in Toronto recently calling on the trade.

Joseph Courteau, shoe retailer, Montreal, is dead.

McPhail & Company, Hamilton, Ont., have just concluded a sale in which, Mr. McPhail says, almost every pair of shoes in the store was cleaned out. They have been very busy getting new stock on to the shelves. Mr. McPhail is of the opinion that sales are of special value in cleaning out old stock, even if little profit is made.

Bennett, Limited, makers of shoe supplies, Montreal, has lost a very promising representative in Henry Schetane, junr., who died from influenza. Mr. Schetane, who covered Montreal and the province of Quebec, was much esteemed by the shoe manufacturers upon whom he called. He was 24 years of age.

R. A. Hull, shoemaker, Toronto, died recently.

A newspaper dispatch from Washington, dated October 26, states that the Price Fixing Committee of the War Industries Board have agreed upon a reduction of 1 cent in the price of packer hides for November and December. A 2 cent reduction has also been agreed upon for the months of January and February.

Walter Brown, business agent for the Boot and Shoe Workers' Union, states that the shoe trades suffered greatly as a result of the influenza epidemic.

Newbold D. Carter, a Deseronto shoe merchant, died of pneumonia a short time ago, following four days' illness. He left a wife and four young children.

The American Cut Rate Store, Brandon, Man., have moved into new premises, next to the Bank of Montreal.

Mr. W. Binmore has resigned the position of treasurer of the Dominion Rubber System, and is moving to California. He has been connected with the organization since 1900, and in 1909 removed from Port Dalhousie, Ont., to take up



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JAS. CLELAND, REGD.

16 St. George St., Montreal

the position he now relinquishes. On the eve of his departure Mr. Binmore was tendered a dinner at the Ritz Carlton Hotel, Montreal, by his associates at the head office. He was presented with an illuminated address, expressing the high esteem and regard of his colleagues, and also with two travelling bags for himself and Mrs. Binmore. Tributes to his ability and qualities were paid by President Rieder, Directors R. E. Jamieson, A. A. Allan and W. A. Eden, Lt.-Col. A. E. Massie, D.S.O., and Messrs. Carroll, Traill, and Dwyer. Mr. Hugo Wellein has been appointed acting treasurer.

Mr. C. F. Rannard, shoe retailer, Winnipeg, is on the executive committee of the Shippers' Bureau of the Board of Trade.

Geo. Springer, shoe repairer, Calgary, has opened another store on Second Street East, which he is running in addition to his original store on 9th Avenue East.

A. O. Giroux, superintendent of J. F. Clark, Ltd., Montreal East, has taken a similar position with Tourigny & Marois, Quebec.

The death of J. Arthur Lefebvre, one of the travelling staff of L. H. Packard & Co. Ltd., Montreal, is announced. He leaves a widow and a boy aged 4.

The merchants of Brockville, Ont., have been agitating for the closing of places of business every afternoon during the fall and winter months at 5 o'clock. The experiment was tried last winter during the fuel shortage and found to work satisfactorily.

C. J. Oille, secretary-treasurer of the Goodyear Tire and Rubber Company, was a victim of the "flu" epidemic.

H. C. Hobday, who has for some time been conducting a shoe repair shop on Commercial Drive, Vancouver, has retired from business on account of ill health.

E. Manual, formerly of Calgary, has opened a shoe repair shop on Davie street, Vancouver, fully equipped with modern machinery.

W. Jones, a returned soldier, has opened a shoe repair shop on Main Street, Vancouver, in the premises lately vacated by J. Stephens.

The R. Wilson Company, King Street East, Hamilton, will make alterations to their store, putting in a new front and new fixtures. The interior will also be extended 50 feet.

Alex. Ross, formerly with the Thos. C. Watkins Co., Hamilton, is now in charge of the shoe department of the Arcade, Hamilton.

The annual meeting of the Boot and Shoe Manufacturers' Association of Ontario will be held in Hamilton in January.

Mr. Granger, assistant manager of the Shoe Department of the T. Eaton Co., Toronto, has been appointed manager of the new mail order branch of the firm to be established in New Brunswick.

Wm. Kempthorn, for many years in the shoe business in West Toronto, died recently.

James Wilson, formerly with the Zink Shoe Company, Brandon, has gone to Vancouver, where he has taken a position in Rea's Shoe Store.

Anderson Brothers, who have been conducting a shoe store on High Street, Moose Jaw, will shortly open a new store to be known as the Yale Shoe Store, Limited. High-class footwear will be carried exclusively.

A store for the exclusive sale of children's footwear has been opened in Vancouver by Mr. Murphy. The premises are on Granville Street, opposite the Ingledew Shoe Store.

A shoe store has been opened on Yonge street, north of Bloor, Toronto, by V. Campagni.

A new shoe store has been opened on Boon Avenue, Todmorden (near Toronto), by S. Stevenson.

H. C. Wilson, who conducted a shoe store on King Street, West, Toronto, died recently.

E. R. Tabrum and Geo. Hill have opened a shoe store in Prince Rupert, B.C. They are both experienced shoemen and their store will be called "The Family Shoe Store."

Waterbury & Rising, Limited, of St. John, N.B., recently celebrated the 40th anniversary of their business. The company carry on both a wholesale and retail business, having three stores in addition to the wholesale warehouse. Mr. E. L. Rising is president, and the officers are: W. C. Rising, vice-president; P. M. Rising, director; C. H. Smyth, director, and H. W. Rising, secretary-treasurer. Seven travellers cover the Maritime Provinces for the wholesale department which is in charge of W. C. Rising and James C. Fetherston. The honor roll shows that 17 employees have joined the colors, including Mr. Percy M. Rising, manager of the King Street retail store.

Arthur L. Brown, who represented the Greb Shoe Co., in the Maritime Provinces, died on October 23. He was taken ill on his trip and forced to return home.

Peter Doig, recently appointed sales manager of the Tetrault Shoe Manufacturing Company, Ltd., has been elected to the Board of Directors of the Company, as has also W. V. Matthews, the factory superintendent. Both of these appointments indicate the esteem in which both of these well-known shoemen are held.

The Canadian Consolidated Rubber Company have purchased a large area of ground in the northeast end of Montreal, and will, it is said, commence the construction of a new plant.

Thomas A. Bowes, who conducted a boot and shoe business on Brussels Street, St. John, died a short time ago after a brief illness. He had been over thirty years in the shoe business.

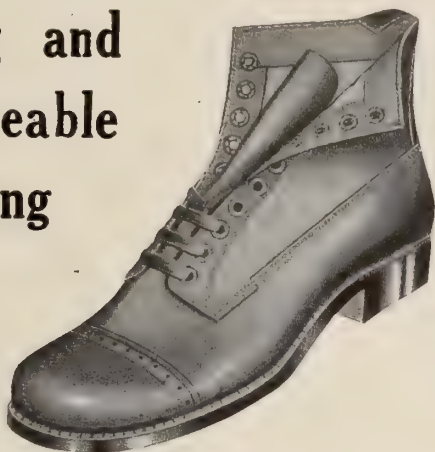
THE NEW
UNIQUE TRADE
MARK OF THE
COBOURG FELT
CO., COBOURG,
ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
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SHOE BUSINESS



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Serviceable
Working
Shoes
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A POSITIVE SHOE STOCK ESSENTIAL

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This thread is proving its worth among the best manufacturers of footwear, and shows results which not only equal linen, but surpass it for some purposes.

It is easily worked and strong. Its fine lustre makes it particularly adaptable to tan and colored footwear.

We will be pleased to send you trial samples on request

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Our Lines are

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Carry our lines and be sure of having stock that will move quickly and give a generous margin of profit.



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QUEBEC



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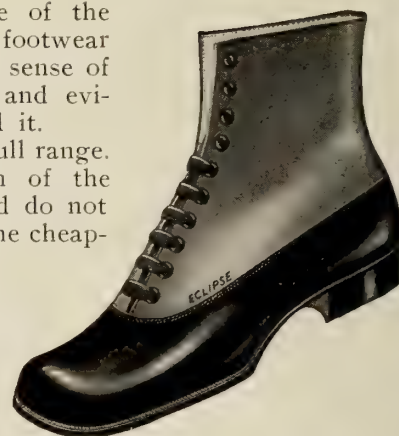
Sensible Shoes for Children

"ECLIPSE"



There is no other children's shoe with either the selling or wearing value of the "ECLIPSE." This thoroughly made footwear has a forceful appeal to the common sense of parents, with its smart appearance and evidence of good service to recommend it.

Our travellers are out showing a full range. On no account miss an inspection of the "ECLIPSE" for your 1919 sales, and do not forget that the "High-Grade" line is the cheapest in the long run.



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GALT - ONTARIO

Shoes for the Public Need

*"The
Best
Everyday
Shoes"*

JOBBER'S

Common sense enters largely into the production of "The Best Everyday Shoes." They are made to supply the daily requirements of the public; selling regularly and wearing satisfactorily. With such a line as this you will admit there is considerable business to be handled. Shall we send you some samples?

*The
Aurora
Lines
of
Box Calf
and Velours*

THE T. SISMAN SHOE CO., LTD.
AURORA :: ONTARIO

100 Years of Good Shoemaking



No. 315
MEN'S PATENT PUMP, TURN

MENS, BOYS, and YOUTHS
TURN PUMPS and OXFORDS

—Now in Stock—

PATENT AND DULL CALF

Men's B-D, Sizes 6/11	...	\$3.25
Boys' C-E, Sizes 2½/5	...	2.85
Youths, C-E, Sizes 11½/2	...	2.50

BOSTON OFFICE—110 Summer St.

L.B. EVANS' SON CO. WAKEFIELD, MASS.

The New "EASTERN" Shoe Lines

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

See us when in Montreal

Write us now.

**The Eastern Shoe
Manufacturing Company**

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

We Can Save Money for You on Your
Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.

TORONTO

of Canada, Limited

ONTARIO

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN

20 Maud Street

TORONTO

TORONTO HEEL CO.

Manufacturers of

All styles of Heels in Leather
and Composition

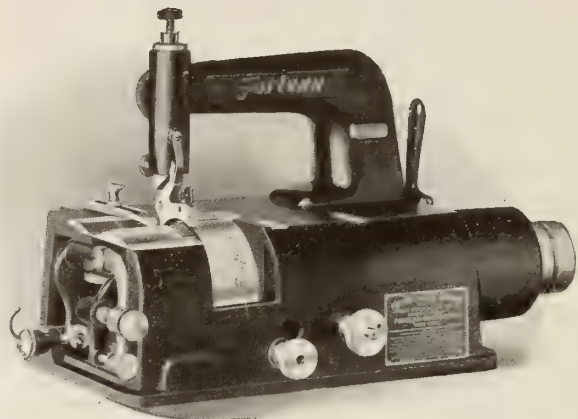
We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

The Toronto Heel Company

13 Jarvis St., Toronto

Fortuna Skiving Machine



**For Manufacturers who Skive Leather, Felt,
Cork, Rubber or Paper**

Used extensively by Manufacturers of
SHOES, BOX TOES, TRIMMINGS, INSOLES, ANKLE
SUPPORTERS, WELTING, ARCH SUPPORTERS

Sole Agents for Canada

Fortuna Machine Co.
127 Duane Street - NEW YORK

Jobbers Should Note! New Castle

Quality



Kid

Supplies either glazed or natural
surface, black or colored, this
famous product is always reliable
and uniform in quality.

Quantities shipped promptly.
Samples supplied.

WRITE DIRECT

New Castle Leather Co.
NEW YORK

Canadian Branch:—335 Craig St. W., Montreal
Factory:—Wilmington, Del., U. S. A.

We Sell to the Jobber

and we make it our business to supply him with
with a product in which are embodied the prin-
ciples of better business making.

Women's Leather Shoes, Misses', Children's
and Infants' footwear of Standard quality in all
the popular styles, await your approval. We
solicit your inspection.

Gagnon, Lachapelle & Hebert

Shoe Manufacturers

55 Kent Street

Montreal



Handle all your cash and records by machinery

A National Cash Register System will take care of every detail of your store records. It will enable you to handle all your cash and records by machinery.

Every sale—cash or charge—is accurately recorded.

At the end of every day a glance at the

register shows you the exact amount of your sales. The register also gives a printed record of every charge, received on account, or paid out transaction. It shows you how much cash should be in the drawer.

The N.C.R. system saves time, saves money and conserves labor. It stops store leaks. It makes you careful, and your employees careful.

National Cash Registers help merchants overcome war-time troubles

Department No. C10

The National Cash Register Company, of Canada,
Limited, Toronto, Ont.

Please give me full particulars about an N. C. R.
system for a shoe store.

Name _____

Address _____

The Nation Demands Economy



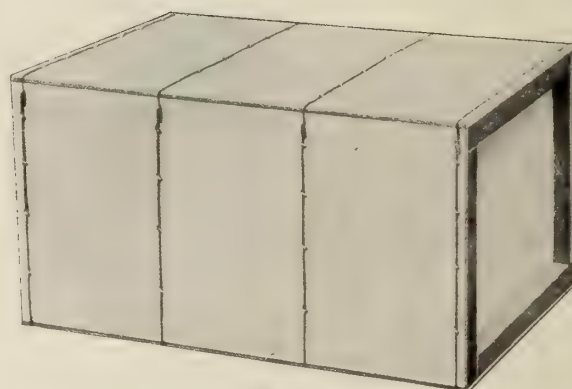
Thousands of manufacturers throughout Canada are concerned with the great question of economy.

ARE YOU ONE?

If so, seize on this opportunity to reduce your freight charges. Our 4-One Box does this for you by at least fifty per cent.

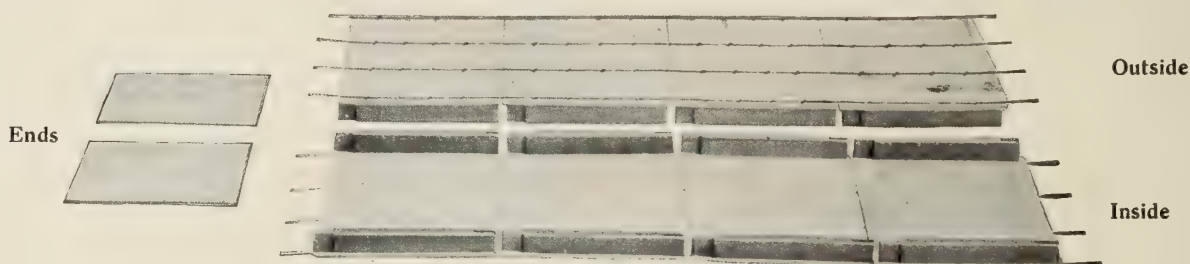
They reduce storage space when stored in the knock-down. Eliminates complaints from customers—goods arrive in good condition—prevents claims—no more damaged goods while in transit.

Easily Assembled



View Showing Box Ready for Shipping

VIEW SHOWING BOX IN KNOCK-DOWN



The 4-One principle of construction is such that external strain and bulging strains cannot injure contents. Whatever the nature of your product you will find the 4-One box an inexpensive and safe shipping method.

Drop us a postcard requesting samples and prices.

4-Ones are made in Canada by

CANADIAN WOOD PRODUCTS, LIMITED
1000 Gerrard Street East, TORONTO

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

For You Mr. Jobber The Perfect Shoe

is offering Perfect satisfaction in a variety of lines for spring and summer sorting.

Let us send you samples of some of our big sellers in Misses', Children's and Infants' shoes. A postal will receive our prompt attention.

Perfect Shoe Co. LIMITED

864 Laurier Ave. E.

MONTREAL

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1885
THE COMMERCIAL
816 WILSON FINANCIAL COMMERCIAL B.
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

Butts in Gun Metal—Dull—Glazed

Head Office
491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.





FOR ALL THE PEOPLE ALL THE TIME

Union Stamp Shoes alone are acceptable to all the people all the time.

They not only appeal to the average customer but are the only shoes acceptable to the Union man and his family.

Do not fail, Mr. Retailer, to stock Union Stamp footwear for 1919 and meet the demand that is knocking daily at your door.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

--

Boston, Mass.

JOHN F. TOBIN :

General President

CHARLES L. BAINE :

Gen'l Sec'y-Treas.



FOOTWEAR SPECIALTIES

Order Now for Early Delivery

SPIRAL PUTTEES—Wool Knit Fabric.



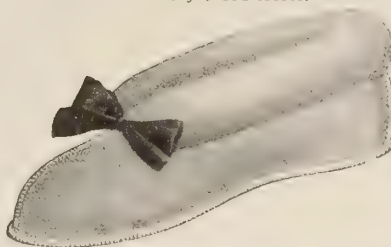
Price \$35.00 per doz.;
\$3.00 per pr.

SIESTA FELT SLIPPER—Style 917.



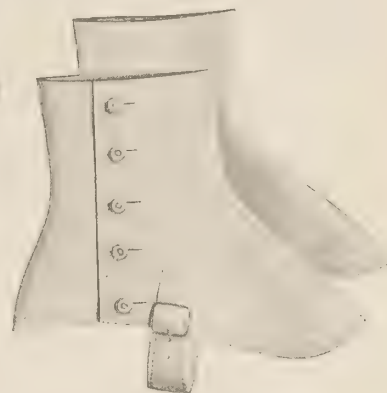
Price 95c per pair Wos. 3-8.

"UNO"—Style 534-XXX.



Price, Wos. \$16.25 doz. Size 3-8. Men's
\$18.00 per doz.; size 6-12. Miss \$15.00 per
doz.; sizes 11-2. Child's \$13.75 per doz.;
sizes 5-10.

SPATS—Felt and Kersey.



Price from \$12.50 to \$24.00 per doz.
Women's 6 and 9 button. Men's 5, 6, 7,
8, 10 buttons. White, Gray, Chamois,
Fawn Taupe.

Send for prices and samples on our full line of "SIESTA" SLIPPERS, FELT, CRETONNES, KID AND OOZE MATERIAL. Also
Machine Knit and Crocheted Slippers, "Capitol" Lamb's Wool and Quilted Satin Soles, Puttees, Leggings, etc.

The Wiley-Bickford-Sweet Company

HARTFORD, Conn.

(Address either Office)

WORCESTER, Mass.

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada

Neolin Half Soles

A New Stimulus for Your Business

NEOLIN Soles have been a sensational success. Everybody in Canada has heard or read about them. Thousands of folks have worn them—and like them. Over 400 shoe manufacturers are putting Neolin Soles on their product.

Now we announce a new feature—Neolin Half-Soles.

In these days of high shoe prices and war-time economy thousands of folks will want re-soleing jobs done.

Many will want their shoes re-equipped with Neolin Soles. Those whose shoes

are not Neolin-soled will welcome the chance of trying Neolin Soles.

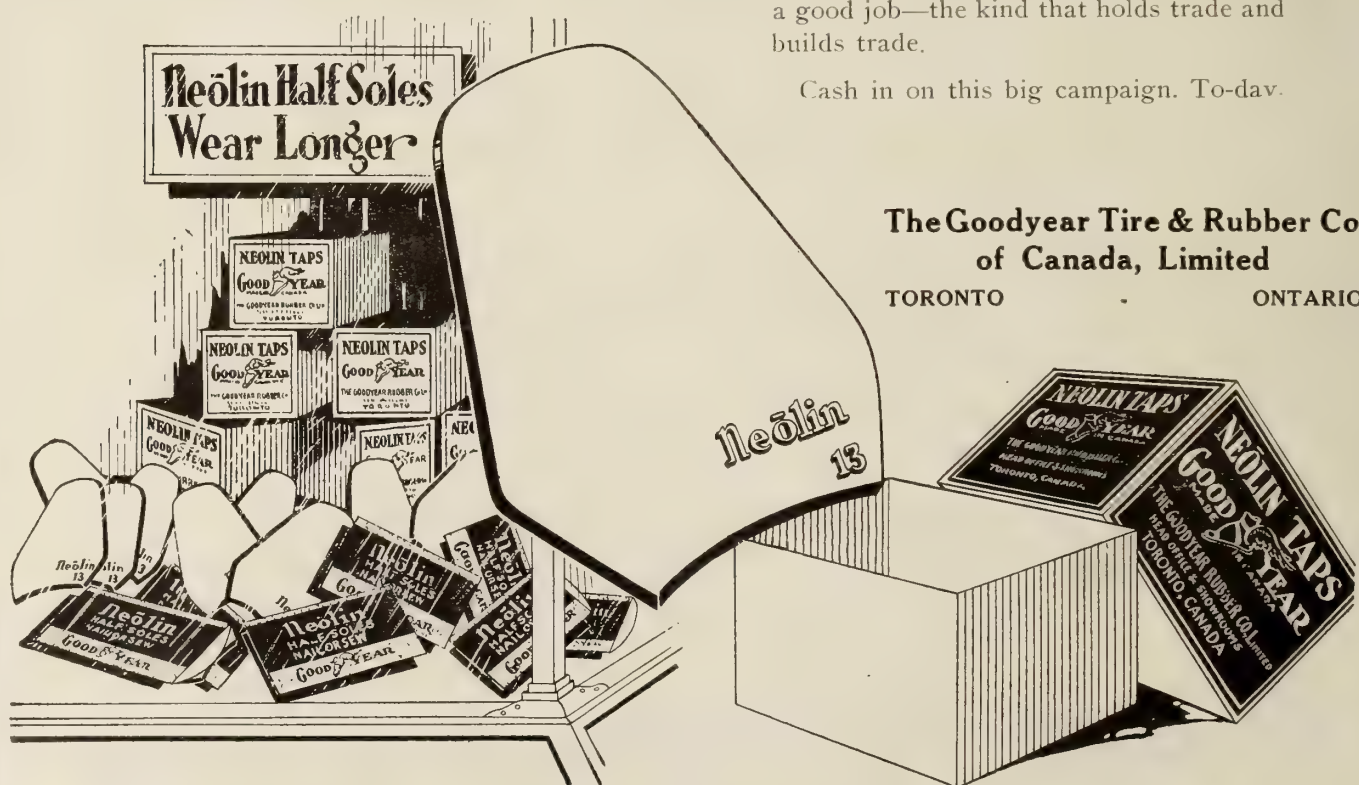
Wherever your customers do not want to pay the price of a Neolin full-sole job you can still sell them all Neolin's advantages—long wear, comfort, flexibility—through Neolin Half-Soles.

A big advertising campaign has been launched in the newspapers and farm papers to sell the economy of shoe-repairing with Neolin Half-Soles.

Make a drive on this business. It will give a new stimulus to your trade.

Neolin Half-Soles are easily applied—they can be nailed or sewn. They make a good job—the kind that holds trade and builds trade.

Cash in on this big campaign. To-day.



**The Goodyear Tire & Rubber Co.
of Canada, Limited**

TORONTO

ONTARIO

Buy D & P Counters

You Run No Risk

Every counter turned out of the D. & P. Factory is guaranteed to give lasting satisfaction.



Our Canadian-made fibre board counters outlast leather. Made from selected fibre compressed by the special D. & P. process. Write for samples. We also solicit your orders for upper and sole leather, and shall be glad to quote on your requirements.

Ed. R. Lewis, 45 Front St. East
Toronto
Ontario Selling Agent

DUCLOS & PAYAN

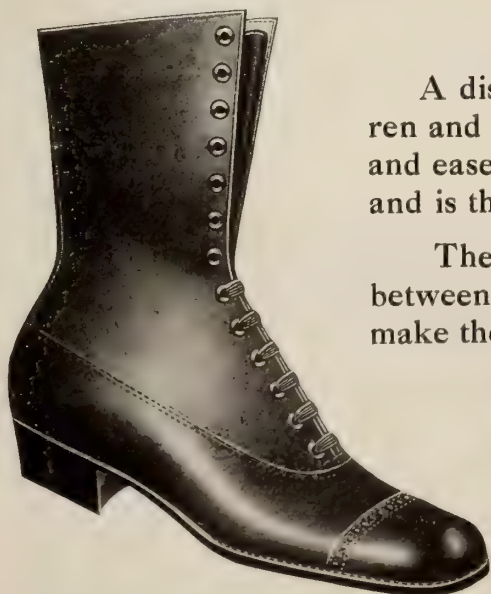
Richard Freres, Quebec
Selling Agents for
Quebec City

Tannery and Factory: ST. HYACINTHE, P.Q.

Sales Offices and Warehouses: 224 Lemoine Street MONTREAL

Have You Heard About This?

The Pillow Welt



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.

GLOBE SHOE LIMITED

Factory, TERREBONNE, QUE.

Selling Agents
L. H. PACKARD & CO., LIMITED
MONTREAL, P.Q.



COUNTERS BOX TOES and INNER SOLES

Our union and all leather inner soles are what you need in your shoes as they are cheap and of a good quality. Ask for samples.

LAMONTAGNE, RACINE & CO.
115 ARAGO ST.
QUEBEC

KELLEY KID

*LEADS THEM ALL
in Uniformity,
Fine Texture, Wearing Qualities and Finish*



In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

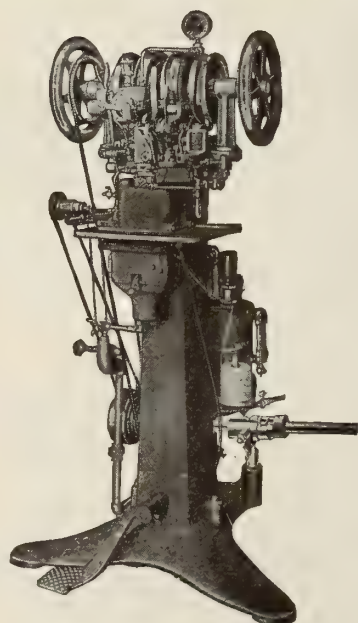
Thomas A. Kelley & Co.

Tannery and Main Office, LYNN, MASS.

Selling Agents:

ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

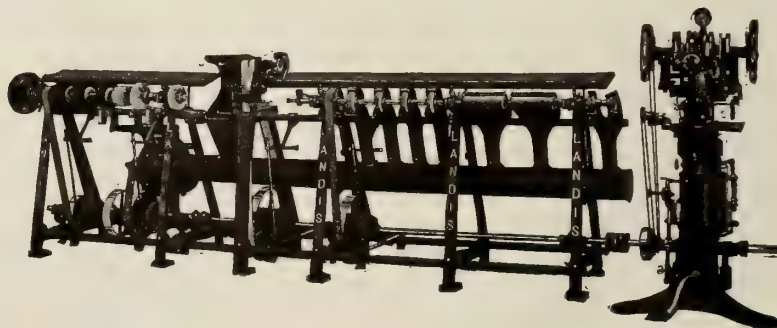


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

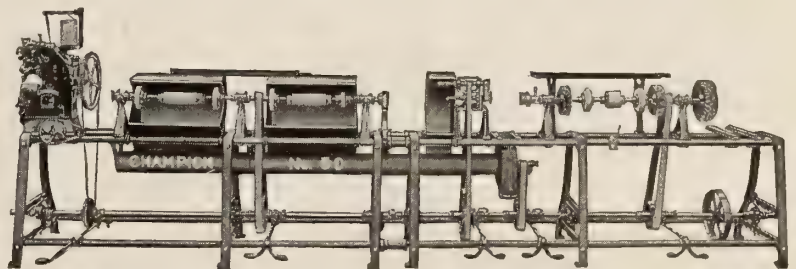
the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher — heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

Obey that
Manly Impulse !

Buy
Victory Bonds
To-Day

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.



The Home Shoe

Our offerings show very attractive features for retail trade during the coming season. We have kept in mind the demands of the customer for shoes representing the full value for the price.

Be sure to see our traveller.

Home Shoe Company, Ltd.
327 Amherst Street, - MONTREAL

BRODIE'S Patent Paste

This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

Let us send you sample and price.

Brodie & Harvie

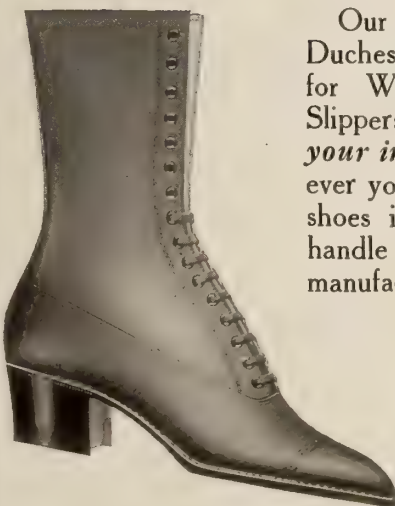
Limited

14 Bleury St. MONTREAL

**JOBBER'S
ONLY**

Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



"La Duchesse" Shoe Co.

Registered
MONTREAL

PERFECTION



COUNTERS

add to the shoe that good appearance and stability which characterizes all first class footwear.

They are made from highest grade compressed fibre and always keep their shape. Write for further information.

Perfection Counter Limited

699 Letourneux Ave. Cor. Ernest St.

Maisonneuve, Montreal



Nufashond
TRADE MARK REG.
Fabric Tip

Shoe Laces

The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

THE NARROW FABRIC CO., Reading, Pa.



FRED W. MEARS HEEL CO.
DESIGNERS AND MAKERS OF
WOOD HEELS
TELEPHONE 1431
HAVERHILL, MASSACHUSETTS



Exhibit Yamaska prominently and get your full share of the business it pulls.

YAMASKA

The Elite of Masculine Wear

A shoe with a reputation in both town and country. It is made in sizes from that of the smallest boy to the big-footed man, and for all round serviceable wear—in all seasons and under every condition—Yamaska has made its mark as a favorite. Add to these wearing qualities a rare smartness and you have the secret of Yamaska reputation.

La Compagnie

J. A. & M. COTE

Factory at ST. HYACINTHE, Quebec



Our Standard Screw Shoes

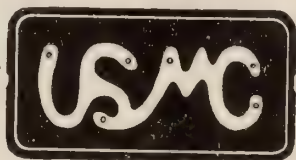
WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co.
St. Hyacinthe, Quebec Limited



SHOE-STAMP-SPECIALIST
W.D. ARMSTRONG
ENGRAVER OF FINE STEEL STAMPS & DIES
230 ST. WEST MONTREAL, PHONE 675
CRAIG ST. WEST MONTREAL, QUE. MAIN
MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED



(Your Guarantee of Quality)

Machinery and Supplies

For the Up-To-Date

Shoe Repairer

SHOE REPAIRING OUTFITS

EQUIPMENTS for the Largest Shops with a Large Staff
Smaller OUTFITS for the Busy Little Shop

Rolling Machines Skiving Machines McKay Sewing Machines
Skate Sharpening Machines Machine Supplies
FINDINGS

Have you had Our New Catalogue yet?

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

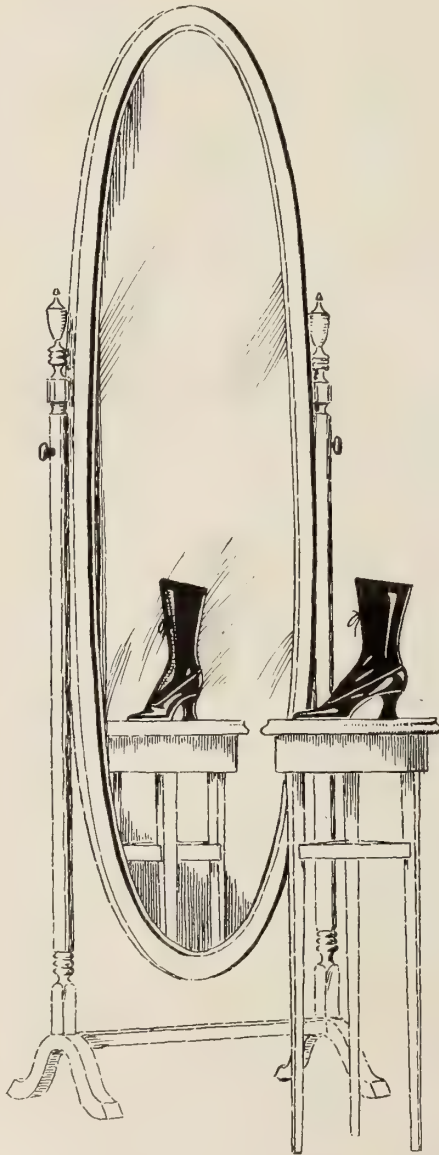
28 Demers Street,
Quebec, Que.

CLARKE'S

*You will find
Perfect Quality
Mirrored in
Every Piece*

of

CLARKE'S
PATENT
LEATHER



A. R. CLARKE & CO.

Limited

**TORONTO
MONTREAL
QUEBEC**

Footwear

In Canada



*To Our Patrons
We Extend
The Season's
Greetings
and
Wishes For
A
Prosperous
1919*

Regal Shoe Co.

Limited

472-4 Bathurst St.

TORONTO

REGAL  SHOES

"PANTHER"

PANTHER Guaranteed Fibre Soles are made from a secret combination of fibre and rubber. They are a wear resisting and tenacious sole that will out-wear the best of leather.

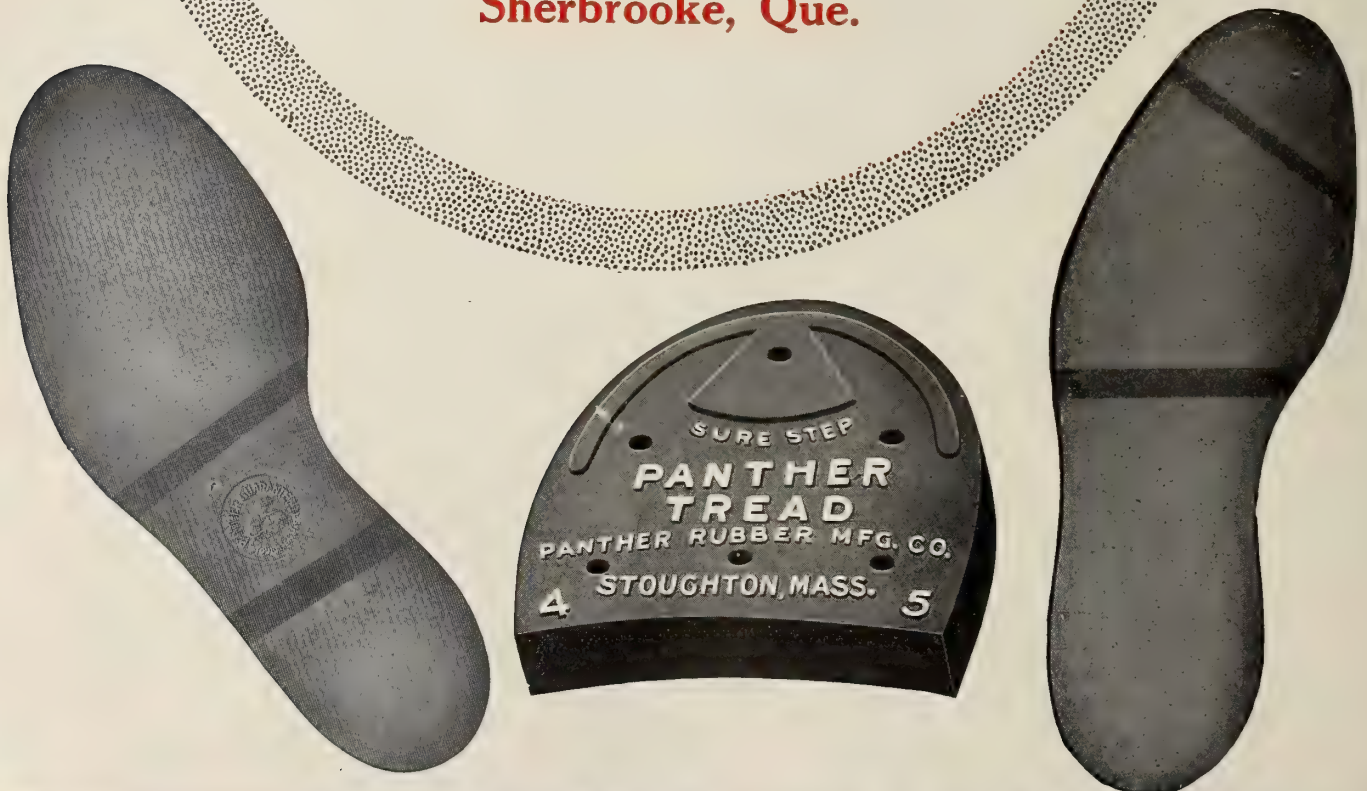
The stitches never pull out of Panther Guaranteed Fibre Soles.

Panther Rubber Heels are suitable companions for the Fibre Soles.

Panther Rubber Co.

Limited

Sherbrooke, Que.





The Universal Sole

Rinex is the every-purpose sole, for all people, at all times. Its toughness, resiliency and water-proofness adapt it to every use.

It is the practical sole for all who seek long service and economy in footwear.

"Rinex"

is the logical sole for winter wear.

Rinex means waterproof soles for "rainy day" shoes.

It lightens the housewife's steps.

Rinex meets every requirement of the farmer.

It is the mechanic's comfort sole.

Rinex makes walking easier for the man who tramps the pavements.

Shoe dealers should insist on having shoes with Rinex soles. The best shoe manufacturers use Rinex Soles.

Rinex Soles are made and guaranteed by

Canadian Consolidated Rubber Co., Limited

Head Office, Montreal

Service Branches at Halifax, St. John, Quebec, Ottawa, Toronto, Hamilton, Brantford, Kitchener, North Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon, Calgary, Lethbridge, Edmonton, Vancouver and Victoria.

The "Kumfort Shoe" for Women

"Kushion Soles" bring "Kumfort" to the wearer, and they detract nothing from the Style and Quality of the shoes. Old in principle—new in design and perfection, there is a wonderful opportunity to the dealer in Thompson's Kushion Sole Shoes.



Thompson's Kushion Sole Shoes



A soft springy cushion of resilient cotton felt placed between the inner and outer soles, extending from heel to toe, forms the feature part of Thompson's Shoes. Our In-Stock business is extensive, and the service we give is dependable. Send for information.

NOTICE—Toronto and Western Ontario buyers—Thompson's Kushion Sole Shoes are carried in stock in Toronto by Mr. Geo. E. Boulter, 3 Wellington St. E.

THOMPSON SHOE CO.

LIMITED

MONTREAL

Patented
Dec. 30th, 1913

Patented
Oct. 26th, 1915

Vulco-Unit Box Toe

SUMMED UP IN THREE WORDS
GIVES



Economy
Style . . .
Durability

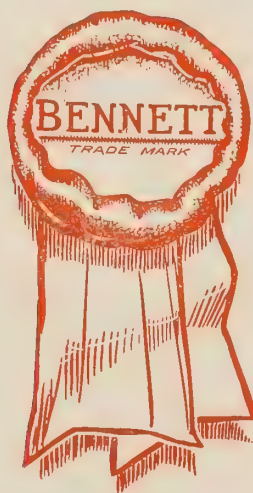
Absolutely Water-proof and Perspiration-proof

BECKWITH BOX TOE LIMITED

Sherbrooke, Quebec, Canada



WE desire to convey to our friends in the trade our sincere thanks for their goodwill during the past year, and to extend the season's greetings and wishes that 1919 will be full of success and prosperity for all of them.



BENNETT LIMITED

Makers of Shoe Supplies

CHAMBLY CANTON, P.Q.

Sales Office: 59 Henry Street, MONTREAL

Ontario Office: 255 King Street, KITCHENER

Carry A
Full Stock of
Robinson Lines

*and be certain
of your share of*

**GOOD
THINGS**



James Robinson
Specialist in Fine Footwear
MONTREAL



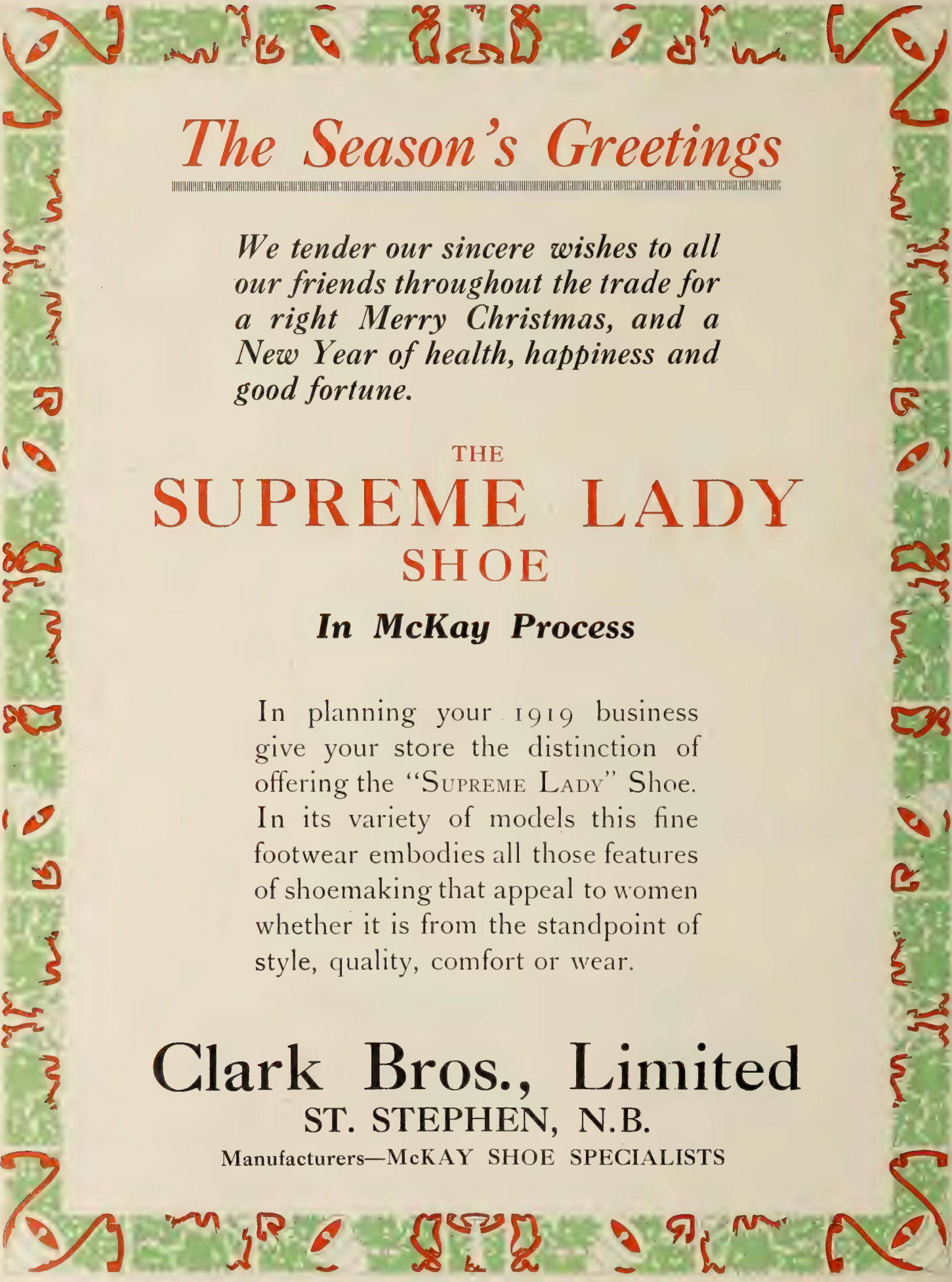
To The Trade
The Season's Greetings
and every good wish
for the New Year

We hope that, with the advent of peace,
our customers will share with us an epoch of
prosperity and happiness greater than ever
before.

ROBINSON SERVICE

will continue through 1919 to consistently
uphold its good reputation by supplying the
trade with Footwear lines unsurpassed for
value and saleability.

James Robinson
Specialist in Fine Footwear
MONTREAL



The Season's Greetings

*We tender our sincere wishes to all
our friends throughout the trade for
a right Merry Christmas, and a
New Year of health, happiness and
good fortune.*

THE
SUPREME LADY
SHOE

In McKay Process

In planning your 1919 business
give your store the distinction of
offering the "SUPREME LADY" Shoe.
In its variety of models this fine
footwear embodies all those features
of shoemaking that appeal to women
whether it is from the standpoint of
style, quality, comfort or wear.

Clark Bros., Limited
ST. STEPHEN, N.B.

Manufacturers—McKAY SHOE SPECIALISTS

Ready for Immediate Shipment

To insure prompt delivery to our customers we always carry a large stock of complete assortment in our various lines. We therefore can at any time ship your order immediately upon its receipt. A large trade in standard lines enables us to keep our stock up-to-date.

Why not let us handle your orders for the New Year?

*A Merry Christmas
to You
and all Good
Wishes for the New Year*

Send for our Catalog

The Slater Shoe Co., Ltd.

MONTREAL, CANADA

The
Season's Greetings
1918 - 1919

Now that we have Peace
we hope the coming years will
be full of Happiness and Plenty
for all Canadians.

We thank our friends for
many favors, and wish them all
a Very Happy New Year, with
Health, Wealth and Prosperity.

Dupont & Frere

Makers of Good Shoes

301 Aird Avenue, MONTREAL

"Metropolitan"

WOMEN'S McKAYS

MEN'S WELTS

"Paris"

WOMEN'S McKAYS
MEN'S WELTS

"Patricia"

WOMEN'S WELTS
AND TURNS



For 1919



DAOUST, LALONDE & CO. are pleased to extend to their customers an appreciation of their patronage during 1918. We wish you and yours the best for the coming year, and hope to supply you with the above lines for 1919 sales.

Write us early



Daoust, Lalonde & Co.

Limited

Montreal - Que.

Branch: Metropolitan Shoe Co., 91 St. Paul St. E.

EDWIN CLAPP SHOES
ARE FAVORITES WITH
WELL DRESSED MEN.

A SELECTED LINE OF THESE
QUALITY SHOES WILL PROVE
FAVORITES WITH YOU.

"MADE IN U.S.A."



Edwin Clapp
& Son Inc.
ESTABLISHED 1853
EAST WEYMOUTH, MASS.

ESTABLISHED 1853

To our Canadian Trade—

Shoe manufacturers fully realize that *Raw Materials* are very *Scarce* and *Prices* are correspondingly *High*.

We take this opportunity, however, of notifying the trade, that in spite of these unavoidable conditions, the Boston Blacking Company are going to "keep the quality" up. Bank on this—Our *Standard* will be *Maintained*.

If you want SHANK, HEEL or EDGE BLACKINGS of the very best grade, Remember,—we can deliver them to you.

Boston Blacking Company

152 McGill Street, MONTREAL, Canada



CHRISTMAS GREETINGS

To our Many Friends
throughout the Trade

THAT Christmas, 1918, may
yield for you many hours
of contentment and good
cheer, and that the New Year,
1919, may reward all your en-
deavours with success and grant
you the best of health to enjoy it,
is the cordial wish of

**THE WM. A. MARSH
COMPANY, LIMITED
QUEBEC**

LEADING SHOE FABRICS

POLAR KLOTH has created for itself a Big Demand as a White Fabric which looks well, wears well, fits well and is without a blemish.

It is the **Acme** of **Perfection** for white shoes of all kinds. Only the Best of long Staple Cotton is selected in its manufacture and it is woven from the best 3 ply Fine Count Combed Yarn. An additional feature of POLAR-KLOTH is the increased stability given it by the New Process Backing, meeting the demands of the shrewdest and most Discriminating Buyers.

POLAR-KLOTH is carried in stock in Colors.

LAKEVILLE MERCERIZED DUCK

and **WHITE POPLIN** are Two Popular Cloths for White Shoes of all Kinds.

TITE-SEAM THREAD

is a guaranteed cotton sole sewing thread for Turn, Welt, Shuttle and McKay work. Especial care has been given to make this thread stand great tension and yet will not break but will run smoothly and give the tightest seam possible. It works like a charm and wears like iron.

FIBERTAN

Artificial Leather wears and looks like leather and is guaranteed to meet demands. Made in all colors, finishes and grains.

We carry in stock **DUCKS, POPLINS, SATINS, STAYS, BINDINGS** and a Full Line of Linings — **DRILLS, TWILLS, FLANNELS, SHEETINGS, etc.**

THOMAS, LAKE & WHITON, Inc.

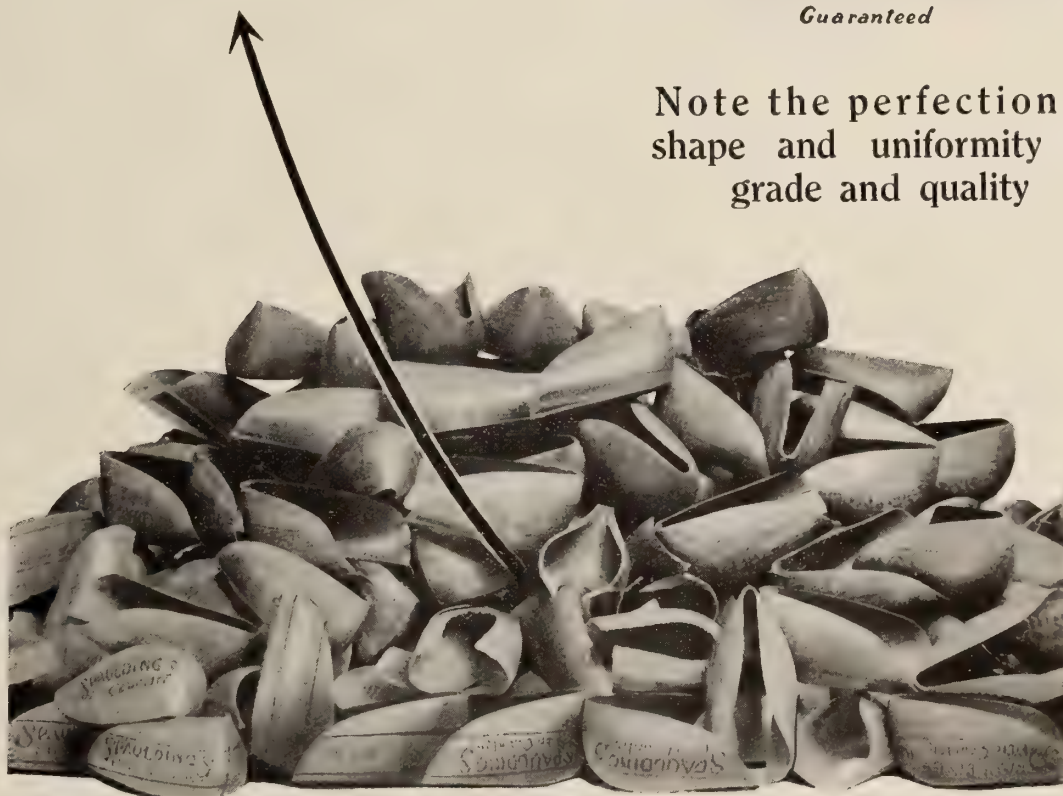
103 Bedford Street (Cor. Lincoln) BOSTON, Mass., U.S.A.



Pick out at
random one
Counter from
a pile of

SPAULDING'S
Fibre Counters
Guaranteed

Note the perfection of
shape and uniformity of
grade and quality



J. Spaulding & Sons Co.

Main Office and Factory
NORTH ROCHESTER, N. H.

PHILADELPHIA
John G. Traver & Co.
329 Arch St.

CINCINNATI
The Taylor-Poole Co.
410-412 E. 8th St.

SEVEN FACTORIES
Tonawanda, N. Y.
No. Rochester, N. H.
Townsend Harbor, Mass.

Rochester, N. H.
Milton, N. H.

Boston Office
203-B ALBANY BUILDING

ST. LOUIS
The Taylor-Poole Co.
1602 Locust St.

CHICAGO
J. E. D. McMechan & Co.
217 W. Lake St.

English Agents: J. Whitehead & Co., Ltd.,
Leicester, England.

Canadian Agents:

International Supply Co., Kitchener, Ontario and Quebec City.

V. Champigny, Montreal.



WE take this
opportunity
of wishing
our many
friends the
Compliments
of the Season

The Adams Shoe Company
LIMITED
TORONTO



MAIN OFFICE AND FACTORY
37 FOUNDRY ST. S.
KITCHENER

H. O. McDOWELL

H. N. LINCOLN

INTERNATIONAL SUPPLY CO.

MANUFACTURERS, JOBBERS, IMPORTERS

SHOE MACHINERY AND
SHOE FACTORY SUPPLIES

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA



EASTERN BRANCH
401 CORISTINE BUILDING
MONTREAL

Representing

American Lacing Hook Co.
Waltham, Mass.
Lacing Hooks and Hook
Setting Machines

Armour Sand Paper Works
Chicago, Ill.
Crystolon Paper and Cloth
for Buffing and Scouring

Boston Leather Stain Co.
Boston, Mass.
Inks, Stains, Waxes, etc.
Cyclone Bleach

The Ceroxylon Co.
Boston, Mass.
Ceroxylon, the Perfect
Liquid Wax

Dean Chase Co.,
Boston, Mass.
Shoe Goods, Cotton
Thread

The Louis G. Freeman Co.
Cincinnati, O.
Shoe Machinery

Hazen, Brown Co.
Brockton, Mass.
Waterproof Box Toes
Gum, Rubber Cement

Markem Machine Co.
Boston, Mass.
Marking and Embossing
Machines, Compounds,
Inks, etc.

M. H. Merriam & Co.
Boston, Mass.
Binding, Staying, etc.

Puritan Mfg. Co.
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Good-
year Insoles

The S. M. Supplies Co.
Factory Supplies,
Needles, etc.

J. Spaulding & Sons Co.
N. Rochester, N.H.
Guaranteed Fibre Coun-
ters, Fibre Innersoling

The Textile Mfg. Co.
Toronto, Ont.
Shoe Laces

United Stay Co.
Cambridge, Mass.
Leather and Imitation
Leather Facing, Welting,
etc.

The Compliments of the Season.

This is an opportune time for us to extend thanks to our many friends for their support. We have enjoyed GOOD business in 1918 and we firmly believe that 1919 is going to be better.

In extending to our Friends and Customers our Hearty Wishes for a truly HAPPY AND PROSPEROUS NEW YEAR we are reminded that we owe it ALL to THE ARMIES OF THE ALLIED NATIONS AND THE BRITISH NAVY. ALL HONOR TO THEM!

We don't advise buying ahead of the season's requirements but we DO advise YOU to BUY WHAT YOU REQUIRE TO FILL YOUR ORDERS.

We have the UTMOST FAITH IN THE ALLIED GOVERNMENTS to bring ORDER out of the present Chaos.

We are going to have some interesting things for your consideration in 1919.



The coming of peace will lead some dealers to speculate on the future of the leather market. On the chance of a "break" in prices, they will delay ordering next season's stock in the hope of securing it at a lower figure. And such a policy will simply mean that they may not be able to secure next season's stock at all!

The dealer who gambles on shoes is going up against an actual shortage of materials, which cannot be affected by even so world-shaking an event as the declaration of peace. He is doomed to disappointment so far as an immediate reduction in price is concerned, and if he holds off long enough he may find himself unable to supply his needs at any price.

The only safe course is to cover normal requirements early, and to guard against buying *beyond* normal requirements. Concentrate your buying in fewer lines, and secure a full range of grades and styles in each. Watch your stock closely, and size-in from the manufacturer's stock weekly.

See that every dollar of your capital is kept at work. Clear out the slow-selling lines, and put quick turning, nationally advertised shoes in their places. If you can turn your stock an extra time, no break in prices will ever catch up with you.



AMES HOLDEN MCCREADY

LIMITED

"Shoemakers to the Nation"



ST. JOHN

MONTREAL

TORONTO

WINNIPEG

EDMONTON

VANCOUVER

Tetrault Expansion

during 1918



Mr. Peter Doig, Sales Mgr. and Director.



Mr. Nap. Tetrault, President.



Mr. W. V. Matthews, Supt. and Director

**Tetrault
Shoe
Manufacturing
Company,
Limited,
Montreal**



Mr. Albert Tetrault, Vice-President and
General Manager

*Largest
Manufacturers
of
Goodyear Welts
in
Canada*



Tetraault Factory No. 1. Output 3000 Pairs of Shoes per day

A Great Business Built on the Demand for TETRAULT WELTS

The phenomenal growth of the Tetraault organization affords abundant proof that concentration on one class of product obtains the biggest results.

Talk of a Welt and you think of a Tetraault. Handle Tetraault Welts and you are sharing in the success of Tetraault popularity.

The immense sales of our product are evidenced by our large factory, pictured above, which is

**Equalled in size by no other factory
making Men's Goodyear Welt Shoes**

Tetraault Shoe Manufacturing Co., Limited

Largest Manufacturers of Goodyear Welts in Canada

Office and Warehouse—
9 Rue De Marseilles,
Paris, France

Montreal

Sold by all First-Class Jobbers
in Canada



Tetrault Factory No. 2. Output 2000 Pairs of Shoes per day

A Great Factory Absorbed by the Demand for TETRAULT WELTS

This fine plant, formerly operated by the James Muir Co., has been taken over by the Tetrault organization.

The acquisition of this plant was necessary to keep pace with the increased demand for Tetrault Welts.

1919 will see us reinforced in equipment and facilities in preparation for another record year of Tetrault Welt sales. The selling success of 1918 has paid

A Tribute to the Excellence of Tetrault Shoemaking

Tetrault Shoe Manufacturing Co., Limited

Largest Manufacturers of Goodyear Welts in Canada

Office and Warehouse—
9 Rue De Marseilles,
Paris, France

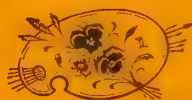
Montreal

Sold by all First-Class Jobbers
in Canada

A Christmas Wish from Tetrault

WE cordially extend to our many good friends and customers the season's heartiest greetings and best wishes for a Merry Christmas.

May that light which illuminates the high road to health, prosperity and happiness burn steadily for you during all your endeavors of the New Year, 1919.



Tetrault Shoe Manufacturing Co., Limited

Largest Manufacturers of Goodyear Welts in Canada

Office and Warehouse—
9 Rue De Marseilles,
Paris, France

Montreal

Sold by all First-Class Jobbers
in Canada



A

Marked Distinction

To the Union man and his family the stamp of the Boot and Shoe Workers' Union is an indelible mark of distinction.

It distinguishes the one and only shoe acceptable for the Union man and his family.

Hence retailers who carry Union Stamp footwear, carry shoes that meet the demands of all the people all the time.

Failure to carry Union shoes is to neglect the trade most valuable to the development of your business—the trade of the wage earner, the Union man.

Boot & Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

-:-

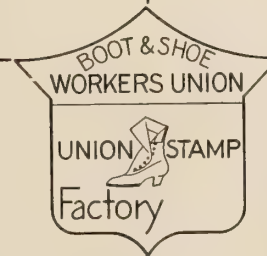
Boston, Mass.

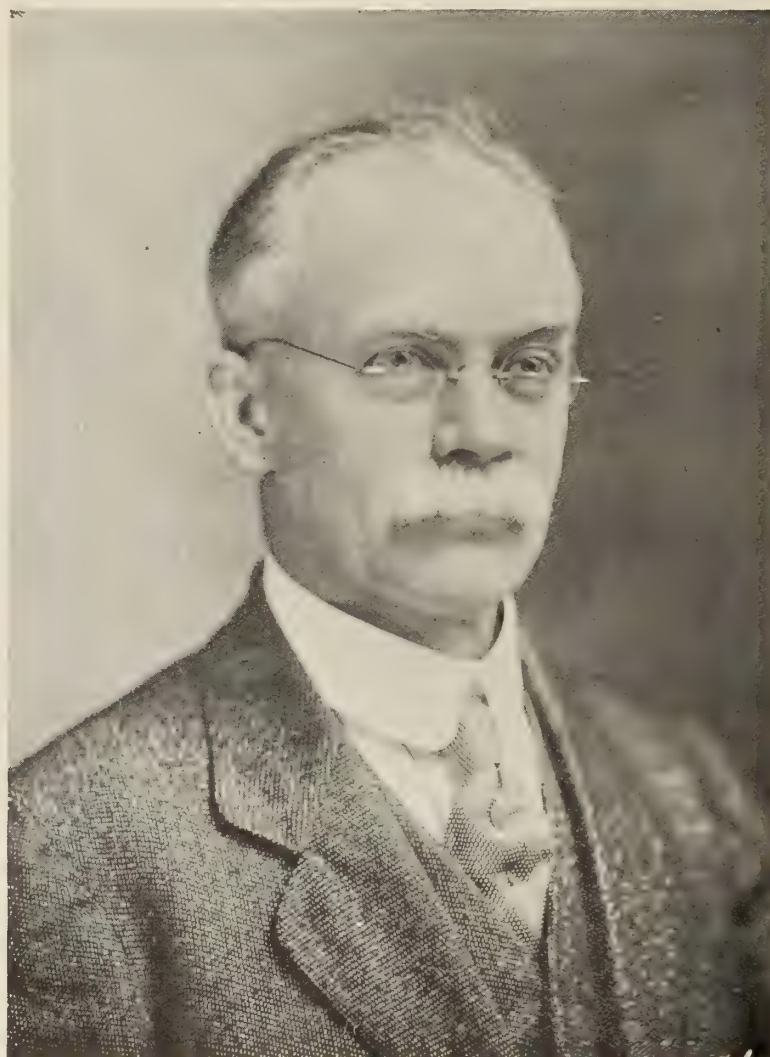
JOHN F. TOBIN

General President

CHARLES L. BAINE

Gen'l Sec'y-Treas.





*The Compliments
of the Season*

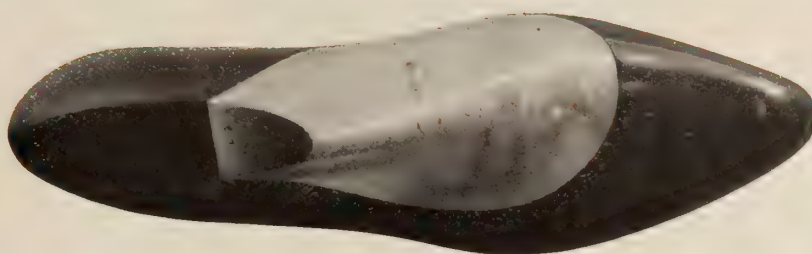
from

**T. SISMAN
AURORA**

**“The Best
Everyday
Shoes”
for 1919**

For a full share of next year's regular everyday sales, this thoroughly serviceable line of footwear will more than fill the requirements of the bulk of your customers. Write us as a New Year's resolution.

T. Sisman Shoe Co., Limited



Peace —

During days of war our factory did its best to keep manufacturers supplied with LASTS.

We thank our friends for showing much patience during delays that were unavoidable.

We assure a peaceful service for all our customers during 1919 and future years.

Our Sincere Good Wishes for a Happy New Year.

Robin Bros.

Carriere and Gilford Square
MONTREAL



To the Shoe Trade
throughout Canada

We Extend Cordial
Christmas Greetings
and Best Wishes for a
Happy, Prosperous
New Year

” ” ”

Canadian Consolidated Rubber Co.

LIMITED

Head Office — MONTREAL

Service Branches at St. John, Halifax, Quebec, Ottawa.
Toronto, Hamilton, Brantford, London, Kitchener, North
Bay, Fort William, Winnipeg, Brandon, Regina, Saskatoon.
Edmonton, Calgary, Lethbridge, Vancouver, Victoria.

Footwear in Canada

A Journal of its Findings, Making and Sale.
Published Monthly for the Good of
the Trade by

HUGH C. MACLEAN, LIMITED

HUGH C. MacLEAN, Winnipeg, President.
THOMAS S. YOUNG, General Manager.

HEAD OFFICE - 347 Adelaide Street West, TORONTO
Telephone A. 2700

MONTREAL - Telephone Main 2299 - 119 Board of Trade
WINNIPEG - Tel. Garry 856 - Electric Railway Chambers
VANCOUVER - Tel. Seymour 2013 - Winch Building
NEW YORK - Tel. 3108 Beekman - 1123 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent Street S.W.

Authorized by the Postmaster General for Canada, for transmission
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Single copies 15 cents

Vol. 8 December 1918 12

Guard Against Overloading

A man who owns a motor boat tells how one day when he was a mile from the shore he suddenly discovered water rising at a lively rate in the engine pit. Heading his craft for the nearest land at top speed it only took two glances at the rapidly rising water to convince him that he would hardly make it. He threw wide the throttle, but higher and higher rose the in-pouring flood. Finally, when the boat was about 200 yards from the shore, water reached the engine and with a protesting "chug" it gave up the battle. The owner tore off his clothes and prepared to swim, leaving his little craft to the fishes, but to his astonishment the boat settled no further. One minute—two minutes passed and still the water level stood just where it was when the engine stopped. Paddling the boat to the shore he commenced an investigation and found that the discharge pipe of the engine cooling water had become disconnected so that the engine all the while was cheerfully pumping the contents of the lake into the boat. And obviously the faster ran the engine, the bigger was the stream that came pouring aboard.

Many a merchant who sees his stocks moving slowly tries to speed up business by heavy and injudicious buying. Such methods—if they only knew it—simply

tend to sink them all the deeper with additional dead load. Then they resort to sensational, price-slashing sales. Something of this sort is indicated by the numerous shoe retailers' advertisements that reach us from day to day. One just to hand closes a sensational announcement with the statement: "Fresh goods arriving daily—everything being sold at a sacrifice." If this is true it looks like just another parallel to the dog chasing his tail. The dog doesn't get himself anywhere—neither does the merchant—and both tire themselves out needlessly.

Prudent retailers, finding trade light, will guard themselves against loading up with additional merchandise and will, instead, devote redoubled efforts to moving the stocks already on the shelves. In this way only can they hope to safeguard their own interests and the interests of the manufacturers with whom they deal.

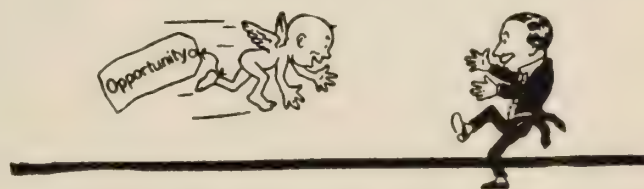
* * *

What Would You Tell Them?

Did you ever shut your eyes and think about the public as an audience, all gathered right before you, come to hear what you will say? What would you say? What would you tell them—about your store, about the shoes you sell, about yourself?

It is the rule with many retailers that, when they write an ad, a letter, or a folder, they picture to themselves that they have an audience before them and only five minutes to tell their story—and then they tell it. This is a good rule and it applies particularly to the man with a shoe store. The public is always ready to be interested. It is an audience. He has a chance to give them a talk. What should he say?

Advertising opportunity is impartial—the lusty youngster will land right in the arms of any merchant whose outlook is sufficiently broad to realize his worth.



The youngster is quite impartial.

Most men tell their story in a human way when they are talking to another man, but let them get up at a public gathering and they become confused and incoherent. So it is with advertising. Many retailers can put up a first-class sales-talk in the store, but their advertising, to put it mildly, is "punk."

It simplifies the matter greatly if you will just shut your eyes and think what you would say were it an audience you were addressing, you just had a few minutes to talk and you must interest them or lose money.

Try this plan the next time you write an advertisement.

Honesty and Good Judgment

Word has reached us that there is some small evidence of a development on the part of shoe merchants to become panicky and cancel their orders. This is an evil, of course, that is always with us, but just at the moment there is the possibility of it assuming larger proportions. We urge shoe retailers to study conditions very carefully before taking a step that may be regretted a little later.

The first reason is the old time-worn one that "a bargain's a bargain." In this world most of us do not, perhaps, care over much for the opinion of other men, but we do like to square ourselves with our own ideas of right and wrong and how can we live comfortably with our conscience if we treat our contracts as mere "scraps of paper?"

The moral obligation of nations to respect contracts—the principle for which our brothers and sons have died by the thousands during the past four years—is it not equally applicable to individuals? Surely we at home should be ashamed if we hesitate to sacrifice, if necessary, a few dollars and cents to uphold the same principle for which others have sacrificed their lives.

And, second, all signs point to the conclusion that buying in the immediate future, by the pub-

lic, is going to be good and that stock will be just as scarce as it has been in the past. There is no doubt that the demand for leather abroad will be very considerable and that Canada stands a good chance for a share of the business. Nor does there seem to be any indication of any surplus labor. The Government has already announced its intention of taking care of the overflow on public works of various kinds. This will prevent any considerable slump in wages. With supplies still scarce and wages still high what reasonable probability is there of reduced cost of shoes?

On the other hand it might conceivably happen that the cancellation of orders on a big scale would so cripple some of our manufacturers that they would greatly reduce their staffs and so be utterly unable to meet the demands of the retailer at a later date. In this connection an article elsewhere in this issue, giv-

ing the expressed opinions of a number of prominent manufacturers, is of timely interest.

We believe shoe retailers, as a class, are a thoughtful lot of men whose judgment is sound. To-day there is need of cool heads and wise decisions, quite as much as in the four years just passed. It is our duty to be optimists unless and until the evidence the other way is absolutely conclusive—which it certainly is not.

* * *

Legislation Against Guessing Contests

Steps to prevent guessing contests will be taken by the Retail Merchants' Association of Canada at the next session of Parliament. The present Lottery and Trading Stamp Act leaves room for some doubt as to just where to draw the line between

a lottery and a guessing contest, and it is felt that definite and understandable legislation will be welcomed by all merchants.

A recent instance was the prosecution of a Stratford firm, in which city the police placed on interpretation on the act not recognized in any of the cities of Hamilton, St. Thomas, Brantford, Kitchener, Guelph, Chatham, Woodstock, St. Catharines, or Toronto. The firm in question had been giving away buttons to boys, which, upon being matched by another

boy with a similar number, entitled them both to a certain credit at the store. The same advertising scheme had been used in all of the other places mentioned, but it was only in Stratford that the authorities decided it was an offence under the Lottery and Trading Stamp Act and the defendants were fined.

It is hard to conceive that the act of handing out buttons, for which nothing is charged, nor does anything have to be purchased, and having boys do a little sleuthing to discover other boys with the same number, is anything in the nature of a lottery. Although the firm prosecuted were in the clothing business, shoe retailers in Kitchener, Chatham and Brantford have made use of the duplicate button idea. The new revision of the Lottery and Trading Stamp Act should be so clear that unfair prosecutions will be avoided.

Christmas
Greeting
with **P**eace &
Plenty for
the **N**ew Year

1805

1918



Admiral Lord Nelson

HISTORY's greatest sea spectacle in 1918 came within thirty days of the anniversary of the world's greatest sea battle. Trafalgar was the world's greatest sea fight because it marked the coming downfall of one more despot of mankind. Napoleon failed to make Paris the Capital of all Europe because he never could invade England. The little guns that hurled cannon-balls from the "Victory" in 1805 were the fore-echo of the guns of Waterloo in 1815, and of the silent surrender of the Kaiser-navy 103 years later. Had Nelson never flung his fleet of wooden tubs from the forests of England at the ships of France and Spain, Wellington's great little armies might as well never have marched. We read that in the action at Trafalgar the four ships "Victory," "Temeraire," "Redoubtable" and "Fougeux" fought so close that they made almost a single deck. Sabre and musket, man to man they fought, and there was Nelson in the midst of them, as he always was. From the mast of the "Victory" still fluttered in the smoke the rags of that immortalizing signal, "England expects that every man this day will do his duty." When Nelson spoke in the name of England it was with a passion that not to obey him was not to know the glory of duty. Master of naval strategy and tactics, he never had time to write a book about it, because he was too busy fighting for England. He knew nothing of politics, like Wellington; nor of statecraft, like Napoleon. But he knew the swish of the sea, the roar of the guns, the coast-lines of Europe from the Baltic round to the Aegean; and wherever he went—after whatever enemy—sailor, daredevil fighter, poet in action, terrible and beloved, he carried with him like a song, "England, My England." Trafalgar was his last word to Napoleon that England must conquer because she could not be invaded.

"Mighty seaman, this is he,—was great on land as thou by sea," wrote Tennyson in his Ode to Wellington. A musket ball from the cross-trees of the "Redoubtable" killed Nelson. But the death of Nelson was the life of England and duty, as Trafalgar was the first sure sign in 1805 of the liberation of all Europe.



H.M.S. "Victory"



Admiral Sir David Beatty

THREE times in four years he had fought them. He had hoped to fight them again—and to a finish. But here in the North Sea, November 21, 1918, was the finish without the fight. Seventy-one Kaiser-ships of the line steaming up the lane of a great nation's navy. Five hundred great guns—any of them at ten miles could have riddled all Nelson's fleet of tubs in 1805—Never a shot! It was his answer to that day when the High Seas Fleet put to the North Sea in 1914 with the King's message. "Capture or destroy the enemy." Perhaps he remembered that twenty days afterwards; he potted five German cruisers off Heligoland; and then he began to wait, prowling in the fog, looking for more ships from Kiel—till on January 24th, 1915, he sank the "Bluecher" and smashed the "Seydlitz" and the "Derflinger" in that 100-mile run—back to Heligoland, when all the "Lion's" gunners had to aim at was a target of funnel-tops and smoke, the size of a threepenny bit. One year and three months more he waited; till May 31, 1916, when in the battle of Jutland the Rear-Admiral's Fleet came at the bulk of the Kaiser-navy that ran when Jellicoe's supports came up—back to Heligoland. Rear-Admiral became Commander-in-Chief and waited again; shuffling his great mystery fleet back and forth in Scandinavian mists, nobody unofficially knew where—till the morning of November 21st, 1918, he put to sea in the "Queen Elizabeth." What a sight greeted him! The dark-grey lines of the Invincible Navy in the smoke; the six-mile lane; the fog lifting; and out of the low mist from the region of Heligoland they came—abjectly to surrender!

It was "Der Tag" Dead March of the Kaiser-navy; more magnificent in its fitting humiliation to a degenerate race than any surrender of an army. Never a shot, nor a shell, nor a shout. In a great grey silence of miles of monster ships the Kaiser's ensign was hauled down and the sullen sea drama was over. Was Beatty happy? Heaven knows. Three times he had fought 'em, doing his bit to bring one more despot of Europe to his knees. He had hoped to fight 'em again. Here was the finish without the fight. What a finish!



H.M.S. "Queen Elizabeth"

Optimism Characterizes the Entire Shoe Industry

Leather Stocks Lower Than ever Before—World Shortage of Labor, Materials and Hides Justifies Feeling of Security—No Decrease in Retail Trade

WHEN a state of war with Germany was announced in that memorable August, 1914, it was a signal for the calamity howlers to cut loose with their big noise. As the earlier months went by the howls grew more frequent and louder in tone; according to many we were in for a period of blue ruin and starvation. The average man took a stranglehold on his pocket book and told himself that "business as usual" was a bunk. People thought the antics of Bill Hohenzollern were going to play everlasting havoc with them and a certain panicky feeling pervaded the whole atmosphere. By and by they found that nothing was going to hurt them—as a matter of fact there was getting to be a good demand for labor, money seemed to be still plentiful and munition contracts were giving us an unprecedented activity. War wasn't such a bad thing after all.

Now that negotiations for peace are under way the calamity howlers are with us again—although, it may be, in smaller numbers. However, it is probable that a certain percentage of our population will have to experience all the fears of a terrific business slump before they can bring themselves to realize that nothing is going to hurt them. Of course, there may be a slump in those businesses founded during the war-time period and supported principally by the war-time profits of munition workers, but from a thorough canvass of the industry there is little to lead us to expect anything but a continuance of good business for every branch of the shoe trade. No other interpretation but "continued prosperity" can be placed upon the present outlook when we stop to consider that there is a world shortage of shoes, labor, leather, and hides. One of the largest Canadian tanners a few days ago, stated: "Our stocks of leather are very much smaller—probably not within one-quarter to one-third of what they were a year ago. This condition applies to practically every line of leather we manufacture. We have already sold quite a little sole leather for export, and have an active demand and many inquiries for further quantities from a number of sources. The export business will act as sort of an anchor on the market, and while I do not care to make any prediction I feel that there will be a good steady demand for the next six months. Representatives of United States firms, to whom I have spoken recently, seem to have the impression that, if the maximum prices are removed from hides and leather, values will immediately advance. This will apply more particularly to the lower grades which have not been in demand for export due to scarcity of space and high freight rates. Freight rates, however, are steadily declining and making it possible to export these lower grades of leather and offal so that they can be landed at not too high a cost on the other side. As far as the shoe industry is concerned, every manufacturer to whom I have spoken of late reports that he has all the business he can handle and, in many cases, they have sufficient work, without getting any further orders, to keep their factories running into next May or June."

A representative of "Footwear" has just returned

from a visit to the leading shoe manufacturers of Western Ontario, and reports all makers highly optimistic. Most of the factories have more work than they can handle, and state that cancellations are not sufficient to cause them any great uneasiness. The expression of one manufacturer is typical of many. He said: "Business is good and we do not look for a slump. As a matter of fact we expect to have all the business we can handle for the season."

No Surplus of Hides

The following letter from a prominent Ontario tanner, emphasizes the fact that there is no surplus of hides stored in warehouses or in process:

"During the past week or so, with the end of the war in sight, manufacturers have no doubt, been turning over in their minds the effect peace would have on the hide and leather markets in Canada, and a number of them have written us, enquiring as to whether we anticipated a drop in the prices of leather when peace is declared.

"In this connection we must state that we would not attempt to make any forecast as to the probable effect the end of the war would have on the prices of both hides and leather, as there are so many



The calamity howlers cut loose with the big noise.

factors liable to enter into the matter, and special developments from an unexpected source might change the complexion of things entirely. It is our opinion, however, that on the export trade for leather, also shoes, from Europe will depend, to a large extent, the values of Canadian hides and leather.

"The signing of the armistice does not necessarily mean that the troops of the Allies will be returned to their different countries immediately, to be demobilized, as it may be found necessary to place an army of occupation not only in Austria and Germany, but also in Russia, to police and restore order in these countries. This means that supplies for these troops—especially boots—will be needed and the demand will continue for heavy sole and upper leather and other necessary supplies.

"Then there is the shipping situation. The following extract from the Semi-Weekly Hide and Leather Bulletin, dated Boston, November 5th, speaks for itself:

"Mr. Stout, of the Hide and Leather Control Branch, says: The shipping situation continues acute. Vessels must be used to provide for our soldiers, peace or no peace. This situation will last for many months, and it means that no relief is in sight as regards importing hides and skins. It also means that hide dealers and tanners must hold themselves to a strict ob-

servance of the maximum prices on domestic hides and skins. It also means that inferior grades of leather which have not been in much demand will have to be used.

"Speaking for ourselves—and we do not think any of the other large tanners are in a very much different position—we have no surplus of hides and leather; we have been out of hides for months and while we have some leather in process, current requirements of the civilian trade and uncompleted army orders will take care of it as fast as produced during the next three months.

"We are giving you this information with the desire that you should know as clearly as possible how the situation is, but, to attempt to tell how conditions will be in the future is something beyond us. Some people have the idea that Canadian tanners are stocked up with leather and their tanneries full of hides. To the best of our knowledge, this is not the case.

"Then, again, there is the question of supplies of leather and shoes for Europe; as is generally known, the Central Powers are absolutely bare of leather, and a number of the allied nations are in very little better shape, in the areas which have been evacuated by the enemy, such as Italy, France and Belgium, Serbia and Russia. Italy to-day is in the market in the United States for a large quantity of shoes and leather for her civilian population, and we would not be surprised to see the allied nations place large orders for shoes for the civilians. With the tonnage situation improving all the time, undoubtedly large shipments of leather will be made from America to Europe in the near future.

"As to the future, we can only state that, while there may be a temporary slowing-up of business, due to the re-adjustment, on the other hand we have nothing but the utmost faith in the future of Canada.

"With the immense natural resources of the country and the large area still available for farming purposes, there should be no standing still or holding back on the part of this country. With the Victory Loan away over-subscribed, we are confident that the "after-the-war" problems now facing us will be met and surmounted without any great dislocation of business.

"Undoubtedly, for many years, we shall have a large emigration to this country and of the very best class of people, that is, from the British Isles. These people will have to be housed, clothed, fed, supplied with materials, tools and other necessities and this will provide plenty of work and business for all of us and, as we said before, we feel that Canadian manufacturers and retailers can face the future with every confidence."

The Montreal Outlook

Judging from conversations with several Montreal shoe manufacturers there are no pessimists in sight. It is, of course, difficult to forecast what the immediate future has in store for the trade, but manufacturers spoken to believe there will be no slump—on the contrary, the view is all in the direction of good business with prices maintained. Shoe firms have been handicapped by a want of labor, involving delays in deliveries. This condition is rapidly being relieved ow-

ing to the release of men from the munition factories. The shoe factories have a large number of orders on hand—in fact, in some instances, the volume of trade is unprecedented.

Hides are Scarce

Mr. N. Macfarlane, of the Macfarlane Shoe Company, makers of high grade children's and misses' goods, expressed the opinion that prices would not be reduced. He bases this view on the ground that skins are scarce and that the vessels will not bring large quantities to this continent owing to the space required for other things. Many shoe manufacturers have purchased large amounts of leather at good prices and, therefore are not able to reduce quotations for their products.

A Cheerful Outlook.

Mr. A. L. Dupont, of Dupont & Frere, makers of medium grade men's and women's shoes, takes a cheerful view of the general situation. Business west of Montreal, he says, is very good and there is every reason to believe that it will continue so for some time.

Permanent Prosperity

Mr. Nap. Tetrault, of the Tetrault Shoe Manufacturing Company, makers of high grade men's welts, is optimistic as to the future. The fact that his company has purchased the Muir plant and is equipping it with additional machinery to run at full capacity, is sufficient evidence of a belief in the permanence of Canada's prosperity.

No Change for Six Months

Mr. Robinson, of the Eagle Shoe Company, makers of men's and women's welts and women's McKays, is of the opinion that there will be no important alteration in the situation for at least six months. Certainly he looks for no backward tendency. His company is showing its faith in the shoe business by building a factory which will give facilities for doubling the capacity.

Mr. L. A. Gauthier, president of the Canadian Footwear Company, says the outlook is distinctly good. There is no reason to think that prices will recede, having regard to general conditions.

No Reduction in Leather

Mr. Joseph Daoust, of Daoust, Lalonde & Company, tanners and makers of welts and fine McKays, turns, etc., said there is no chance of the prices of leather dropping, and as to its going higher, this will depend upon whether the Trade Commission in Europe is able to secure orders for Canadian leather. If this business comes he would not be surprised to see prices advance a little. Shoe manufacturers are all very busy on spring orders and are receiving few cancellations. There is, in his opinion, no chance of shoes being sold cheaper for next spring and those who cancel their orders may find they made a serious mistake as there will likely be some difficulty in getting shoes promptly later on, especially if a demand from Europe should arise.

Outlook Distinctly Satisfactory

Mr. R. E. Dildine, general manager of Ames-Holden-McCready, makers of high-grade and medium

men's and women's goods, declares that the outlook is distinctly satisfactory. There is a great demand for footwear and with the shortage of labor and materials manufacturers have been unable to cope with all the orders that have come in for immediate delivery. The labor shortage is likely to be gradually remedied and the demand met to a certain degree. It might be that after six months conditions would be easier, but it must not be overlooked that with the return of our men and the great scarcity of footwear in Europe, there is likely to be a very large trade in Canadian shoes. He, indeed, was optimistic as to the business to be done in Europe.

Leather Market Very Strong

Still another letter, from the Breithaupt Leather Company, of Kitchener, speaks of the shortage of hides:

"We consider the situation altogether stronger in both leather and hides than is generally supposed to be the case. The fact is, that the prices of hides remain as high and firm as ever, quality and time of take-off considered; maximum prices being fixed by the United States government to the end of January, which practically applies in Canada as well.

"Dry South American hides have not been obtainable even at the maximum prices allowed by the Allies, as the neutral countries have been taking them right along at 10 to 11 cents per pound more than said maximum prices. For this reason, and on account of the shortage of shipping space, Canadian and American tanners have been absolutely unable to secure their usual quota of South American stock, resulting in Canadian tanneries at present having probably less leather in process than ever before, while stocks of finished leather are also very much lower than usual. Furthermore, the cost of tanning material and labor have been, and still remain, exceedingly high with no present relief in sight. While labor is now somewhat more readily obtainable, the high standard of wages will have to continue until the general cost of living becomes lower. With continental Europe hungry and barefooted, neither the cost of living nor the cost of necessary staples, including leather, are likely to be lowered within the next half year or more, after which we anticipate there may be a gradual re-adjustment of conditions and values.

"Large export contracts for leather are now offered, and can be closed as soon as shipping space is available, which it is now expected will be the case during this month or early in January."

No Cause for Alarm

It will be seen from the foregoing that the shoe and leather trades of Canada have every reason to face the future with entire confidence. Moreover, it is the only sound mental attitude to adopt—pessimism will get us nowhere. A little thought tells us that the chaotic conditions of the world are not restored in a single day. The simple act of signing the armistice did not lower the cost of manufacturing or selling. In six or eight months we may possibly look for slightly lower prices—scarcely before. Prices of food, rent, coal and other essentials will doubtless

continue high for the better part of the coming year and while this is the case it is quite evident that there can be little reduction in wages. Foreign trade will take ample care of our surplus leather and shoe stocks—in fact, there may be a real scarcity of footwear for Canadians. Our re-adjustment to normal will take place gradually and sanely. Most shoe retailers are looking for a greatly increased demand in the men's trade. Every Toronto merchant with whom we have spoken since the armistice was signed, has reported an increase rather than a decrease in business. One retailer told us last week that it was his best week's business in twelve years.

Keep in Touch with Your Newspapers

Just here a word of advice may be in order having reference to a closer co-operation between all retailers and the editors of their local newspapers. Not so long ago a man, who owns and rents several houses in Toronto, pointed out to us an article in one of the daily papers that was headed in prominent type: "Rents Must Come Down." "These fool newspapers," our landlord friend exploded, "print a lot of drivel that is utterly senseless. They do not know what they are talking about. Who is going to bring down our taxes and expenses if we are to lower our rents? There is little money in renting houses at the present time, but the newspapers lead the people to believe we are a lot of profiteering sharks."

So it will be in the shoe business. In the not distant future a little wail in some particular newspaper is going to develop into a lusty cry throughout the Dominion that "Shoe Prices Must Come Down." Shoe prices can't come down until labor and material conditions are relieved and there is little, if any, signs of any such happening within the next six or eight months. The thing to do, therefore, is for every retailer to make a point of visiting the newspaper office occasionally and keeping the editor posted on current conditions in the shoe industry. It's old advice, but well worth repeating. Public opinion is easily swayed and it will be too late to undo the mischief when it is all over.

Above all, keep a cool head—don't rock the boat. The best way to keep the industry moving is to buy and sell with confidence. The less the normal activities of men, factories and stores, are upset, the less loss will result and the quicker will be our reversion to peace conditions.

Checking Up the Advertising

With a view to testing the effectiveness of his advertising in the daily papers, a Montreal shoe retailer adopts the plan of not displaying in his windows the goods he features in the advertisements. At the end of the day or days he finds out the number of sales of these particular goods, and in this way gets a very good idea of whether his advertising has paid. Of course, sales might be made of some of the featured shoes which were not influenced by the publicity, but as far as can be discovered, the shoes sold under these circumstances count but little in the total volume.

Don't Worry; Don't Overbuy or Underbuy; Keep Cool.

Foreigners Want the Best in Stock

IN dealing with foreigners, said a retailer the other day, many merchants have a misguided notion that this type of customer desires a cheap article above everything else. "About thirty years on the floor," he stated, "I can say from experience that in nine cases out of ten this is entirely wrong. For example, last Saturday night two Chinamen came in and it fell to a new clerk of mine to wait on them. Presently I saw him registering 'distress' and pretty soon he came over and asked me if I could think of anything cheaper. I went over to the two Chinamen and endeavored to find out what was wrong. They thought the price too high. Not a bit of it, I told them, you boys want the best shoes I've got in stock. And I brought out a couple of pairs of the very best shoes I had—\$14 a pair. And the Chinks bought them without batting an eyelash. In dealing with a foreigner always bear in mind that when they say an article is too dear they mean that the quality is not good enough—not that the price is too high. Do not be mistaken either in believing that they do not know value when they see it. I have found that foreigners are better judges of quality than any other class of customer who comes into my store."

That "Comfort Stunt"

AN obscure little 5-line item in our November issue spoke of the relief that was said to result to callous-infested feet when a little hole is cut in the insole immediately under the affected part. Of course this item was only intended to apply to obscure corners of the earth—prospectors, fire rangers, north pole expeditions and so on—where those modern appliances and necessities such as foot-easers, arch supports, absorption pads and so on, are not available, but we are flattered just the same that our little item caught the eye of a number of our wide-awake readers and called forth some protests: One of these is from no less a personage than the Educational Director of the American School of Practipedics and, in acknowledging our appreciation of his letter, we take the liberty of reproducing it:

Editor Footwear in Canada:—

In your November issue, on p. 41, is a short article entitled "A Comfort Stunt." Being an instructor in orthopedics and correct shoe fitting, I wish to inform all readers of this article that the idea of cutting a hole in a pair of insoles to relieve callouses on the bottom of the feet may give temporary relief to the individual, but will eventually result in a more aggravated condition than before.

This is due to the fact that at the ball of the foot nature has formed the bones in a form of an arch, having the apex or highest point directly back of the third toe. Since the production of the flat last shoe, shoe manufacturers have been obliged to leave out a certain portion of the oakum or tar felt filler between the inner and outer soles, thus removing any possible protection on the part of the shoe to this very sensitive region.

The callouses are nature's protection to the underlying tissues from injury and if one should still further increase the possibility of lowering these bone structures by providing a hole in the insole, they would simply be causing the bones to come in more direct contact with the arteries and nerves than before.

To overcome this annoying condition these bones must gradually be raised up instead of being allowed to fall lower, especially so since the weight of the body is carried two-thirds of the time by the ball of the foot, and there is such a non-resilient body as the sole of the shoe to act as a counter pressure.

Hoping that this little bit of information may prove of use to some foot sufferer, I beg to remain

An interested subscriber,

W. A. Hill, D.S.O.

Educational Director,

American School of Practipedics.

Manufacturers Should Follow Instructions

Editor Footwear in Canada:

I was very much interested in an article in your journal under the heading, "The Retailer as Seen by the Traveller." Personally I have found retailers, in general, very considerate. I say this in the light of many years' experience. When once a traveller obtains the confidence of the retailer his relations go beyond the stage of buyer and seller; it becomes then more a matter of personal friendship. At the same time the retailer always expects to receive value for his money and that the purely personal element will not in any way interfere with business relations as affecting the quality of the goods ordered.

Confidence between the retailer and the traveller is an important matter. Many of my customers rely on me to recommend goods suitable for their particular trade. Often we do not receive the co-operation of the manufacturer. Sometimes he does not live up to his samples; does not take sufficient care to deliver the goods on time; or disregards the retailer's instructions. For example, many retailers order certain variations in the samples submitted and, while it is best to discourage this practice as much as possible, if the retailer is convinced he wants those changes the manufacturer should make them. Frequently, however, the maker does not bother to make them and the goods are shipped—not according to order, but according to manufacturer's sample. The traveller bears the brunt of all this and there is a certain amount of friction he must try to smooth down on his next visit. There would be infinitely less trouble if manufacturers would follow the instructions on their orders more closely, or else have it out with the retailer before the order is put through. It is difficult for the traveller to rectify mistakes after the goods have been received by the retailer.

These remarks may be of interest to manufacturers, even though an old story to retailers.

A Traveller

Unnatural Styles for Girls

The Board of Education, Toronto, is reported as "looking with alarm upon the unnatural style of footwear provided for the girls of school age."

The public school inspectors say, however, "Let the chief medical officer advise the Board as to the precise nature and prevalence among pupils of conditions affecting their health and progress as a result of unsuitable footwear and modes of dress and clothing. When in receipt of this information suitable instructions may be issued to teachers in the fourth forms in particular to give due attention to this matter in the hygiene class under appropriately prescribed topics."

Give Christmas Gifts of Footwear

In buying Christmas presents—

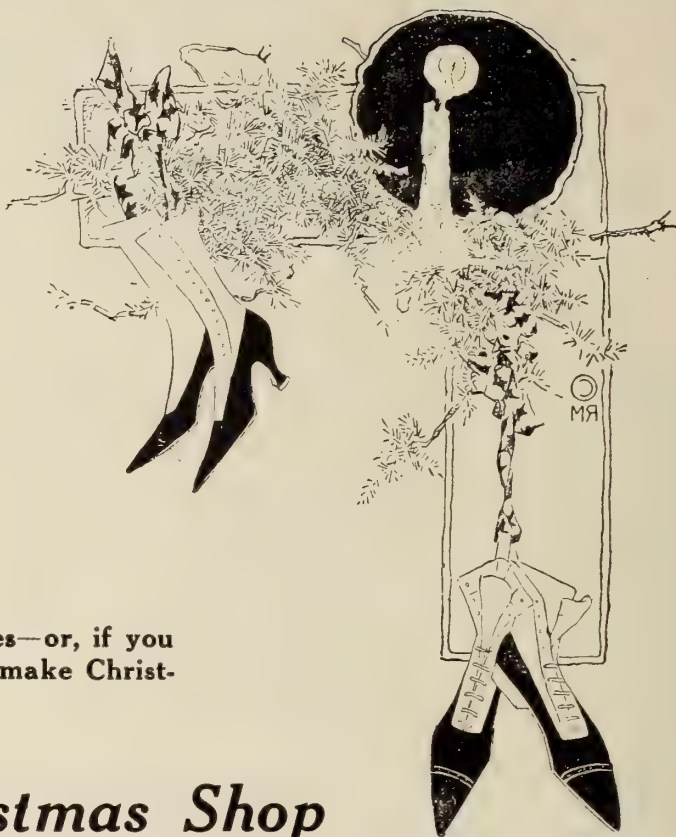
Consider not alone the gift, but its use—its fitness at the present time.

Will it please by its utility or will it go the way of the too often useless and impractical gift—to the attic or the rubbish heap?

Because footwear is serviceable it will be a pleasant reminder of the giver for a long, long time.

We have gifts for all, at all prices—or, if you prefer them, gift certificates that make Christmas shopping a real joy.

Wm. Shoeman's Christmas Shop



Suggestion for a Christmas newspaper advertisement.

Shall We Ever Again Trade with Germany?

Boycotting of Commerce with the Huns Must Not be Left to Patriotism—The Tinkle of Iron Men in the Pocketbook is a Powerful Factor in Breaking Down Sentiment

JUST at the present time we are in the throes of a bitter sentiment—hatred, if you will—against Germany. Not many of us can read the graphic accounts of Hun frightfulness and retain in our minds any semblance of a thought to ever again use or purchase merchandise branded “Made in Germany.” Roy F. Soule, writing in a contemporary, places it as a matter of personal honor that business with Germany shall not be resumed after the war. In his article he has shown that each hideous, inhuman atrocity inflicted by the Huns can be matched with some article in which Germany and Austria did business in all countries of the world before the war.

For example: One night a “Sammie” went out into No Man’s Land. He didn’t come back. Three hours later a searching party found the boy had been killed and his body hacked to bits. They brought the remains back in a sack. He had been chopped to pieces with German cutlery. Before the war millions of dollars worth of German cutlery was exported to the American continent. And the writer says: Mr. Buyer, it’s up to you.

A captured British officer was recently found with his throat cut from ear to ear. The brutal job had been done with a keen-edged instrument—not a trench

knife—it must have been a razor. Before the war we bought thousands of German razors. Mr. Soule says: Buyer, what about it?

He cites the atrocities in the town of Gembloux, when it was captured by the Germans—the butchering of scores of innocent citizens; the fate of countless women and young girls; the massacre of a woman who was fastened to the door of her home by a cutlass driven through her chest with sufficient force to hold the body to the heavy panels, stripped naked, her body hacked and left with her head hanging and hair flying in the wind, to stiffen in death. In this and other captured towns the butcheries and cruelties of the Hun were more hideous than even the Indian massacres that caused our pioneer settlers to shudder in the early days. The kitchens in those outraged homes contained utensils and enamelled ware imported from Germany and Austria. Millions of dollars worth of the same ware was annually taken into our homes before the war. And Mr. Soule says: Will German and Austrian enamelled ware ever again go on our shelves? Will we force ourselves to believe the German maniacs were forced into these hellish outrages by the higher powers? It seems that we would rather starve than foul our lips with food from a

German utensil. But, after all, it's up to one single class over whose doors are letter the word: Buyer.

Now take post-cards. The messages brought by post-cards during the years of war have told us stories of horror all too vivid in their representation of the price we are paying for democracy. Imagine a postal card telling that your son had lost a finger, deliberately cut from his hand that a Hun might become possessed of the ring he wore. Picture the postal that told of the burning of a hospital at Obourg, Belgium, and the frightful death of over 200 inmates. Another postal that tells of the women and children at Mons who were forced to march on their own soldiers, acting as a screen for the German troops. Read of the fifty who refused to go on and were bayoneted. You might receive hundreds of postals telling you of similar acts, all of which can be verified. Before the war our statistics show that over two million dollars was spent annually for German-made post cards and lithographs. Surely, Mr. Soule says, while we are in our right minds we shall never sign our names to a postal card made in that empire of brutality? Mr. Buyer, it's up to you.

Take musical instruments. A number of women and children took refuge in a cellar. The Huns saw a load of hay which they seized, soaked with oil, and threw into the cellar and set fire to, thus adding one more atrocity to their blood-stained record. And from up the street came the sound of music from stolen gramophones, accordions and a pianola. A musical entertainment for German officers, while German soldiers were burning women and children to death! The town was Charleroi. Before the war we imported musical instruments of all kinds from Germany. Mr. Soule says: It's up to you, Buyer, to stop it.

We all know that German toys were imported in vast quantities before the war. Now read this: A favorite practice of the Hun airmen was to fly over towns and villages dropping children's toys. After the invaders had passed over a certain town one day a seven-year-old boy was allowed out to play. He found a toy on the road—one of the toys usually seen at parties, with fancy caps and verses in them. He picked it up—as it was intended he should. He thought it was a harmless toy—as they thought he should. He tried to break it apart—as it was also intended he should. Five hours later when the little fellow regained consciousness there was only one finger left on his both hands—the rest had been blown to pieces. The writer asks: Shall we ever again purchase German toys, Mr. Buyer?

Must Never Forget

And he says we must never forget. Some distant day when the German Crown Prince has taken a German-made aluminum saucepan and baled the Atlantic Ocean down to where the victims of German submarine warfare lie on dry land, we may forget, but until that time no more German or Austrian-made ware in any form. We could go on, he says, endlessly matching each hideous inhuman atrocity with an article on which Germany and Austria enjoyed a large export business. We could measure miles of dead

French, English, Canadian, Italian, Belgian, Roumanian, Greek and American soldiers with a German-made tape and then forever blacklist German-made measuring instruments. The sights seen through periscopes and field glasses have killed their optical glass business. The pictures taken with German-made cameras have killed their lens business.

Mr. Soule concludes his article by saying: "The Germans and Austrians have repeatedly said that business is our God. Let's allow them to continue the slander. Yes, the Central Powers may have their own way on that little subject. Our business is just sacred enough so that it will not go to Germany and Austria in the days to come. Price may control some things, but the purchase of goods by Americans from the Central Powers involves a certain thing as well known and as highly regarded in America as it is little known and regarded in Germany and Austria. That little thing is a personal honor. Mr. Buyer, we are glad to put it up to you!"

But—Is it Up to the Buyer?

But, after all, is it really up to the buyer? Or, perhaps, what is more to the point, is Mr. Buyer going to put it up to himself in just this way? There is one great big thing to be remembered in this connection, and that is, **patriotism with many people does not extend past their mouths; patriotism that reaches to their pocketbook has no place in their little book of life.** Sentiment is fickle—we may hate a man to-day and love him to-morrow, especially if it means money in our pockets. It is the almighty dollar that counts every time and, talk as you will, it's going to take a heap more patriotism than Mr. Average Buyer possesses to pass up a German article that may be better and cheaper, for an article that is inferior and more costly, just because it is stamped "Made in Canada," "Made in England," or "Made in the United States," as the case may be.

In speaking of the "buyer," Mr. Soule has possibly had in mind the retailer, or the retailer's buyer—the man who buys in large quantities—rather than the purchaser of the individual article. Naturally, if all these buyers could be influenced to forever ban goods of German manufacture, there would be little of it on the market for the individual. But the large buyers, like the small ones, are human—very human—and sentiment, in a short time, is more than likely to hold little place when it comes to a matter of buying to advantage or buying to disadvantage. The little sentiment that may be left in six months, a year or two years, will quite possibly be overridden by the competitive prices of merchandise offered by other manufacturers. Anyway, the buyer may say—can we hope that Germany will be in a position to pay indemnities if we do not give her a fair share of our trade, or who will give us credit for patriotism when our buying methods have disagreeably affected the annual statement?

German Tactics

The "Made-in-Germany" stamp is going to be as scarce as hen's teeth, for many years to come, but that doesn't imply that German-made goods will not be imported into this country in vast quantities. They

Bill Kaiser was the world's biggest road-hog.

Elbert Hubbard

may be marked "Made in Switzerland," "Made in Holland," "Made in Spain," or some other place—it is quite likely that Germany will adopt just these tactics to build up her export trade. And the individual buyer is not going to know that the article he purchases was made in Germany; therefore it cannot be argued that his act is unpatriotic or that the thousands of other buyers of millions of dollars worth of German-made goods are not living up to their professed hatred of Germany.

So much for the large buyer and the individual buyer. Who, then, stands in the light of a complete banishment of German goods? The manufacturer? It has been a long recognized fact that Canadian manufacturers cannot compete in price with the manufacturers of Switzerland, Holland or Germany—their labor costs are so much lower than ours. In future the discrepancy in wages may not be so great, but without doubt there will be a considerable difference. Under such uneven conditions it is scarcely fair to place the onus of excluding German goods on the Canadian manufacturer alone.

The answer to the problem seems rather to rest with the Government. During the war it has been unlawful to trade in German-made goods. Why not continue this arrangement? If there are diplomatic reasons why this course is objectionable, redress lies in another direction—an import duty. Place such a duty on all goods of German manufacture that they cannot underbid Canadian-made goods of equal quality. The consumer may be tempted to buy German-made goods at lower cost, but if he is confronted with goods of equal quality, German and Canadian, at the same price, his loyalty would doubtless stand the test. It may be argued that this will constitute too great a measure of protection to home manufacturers who might take advantage of it to keep prices unduly high, but we must remember that this suggestion cuts out only German competition, not that of any of our allies.

It is not up to the buyer, then, since personal sentiment is a matter of dollars and cents. It is not up to the manufacturer, since he cannot control material and labor costs. But it is up to the Government and they cannot act too quickly.

A Business Built on Friendship and Service—The Story of Two Boys Who Made Good

I AM going to make you boys rich overnight." The Chicago bank president who made this rather startling statement smiled at the two brothers opposite him; and as he was capitalizing their business for more than a million dollars, they, very naturally, smiled too. But these "boys" knew that it was not any "overnight" affair. There were twenty years of hard work behind that million-dollar transaction. The story is told by M. B. Mullett, in a recent issue of the American Magazine.

The two Martins, A. C. and A. F., were born out West, twenty miles from a railroad. They went to the country school; but from their mother they learned better things than any schools can teach. As one of them says:

"Our mother had the secret of happiness. She knew that you don't have to go hunting far afield to find it. The home-grown variety is as good as any. She believed in work. And she also believed in being happy in your work."

When they had moved to a little Iowa town, the two boys put this principle into practice by working in the local stores on Saturdays. They didn't haggle about the pay, either. They actually begged to be allowed to work as a favor to them. Later, the family migrated to Ohio, when A. F. was only fifteen, but, young as he was, he went up to Cleveland and got a job in a shoe store.

Four dollars a week was the amount of his salary; and his board and room cost him exactly the same sum. But he clung to the job and got one for his brother in the same store. They have stuck to the shoe business ever since. They believe in sticking.

But they don't believe in sticking in a rut! When they had become head salesmen in that store they asked to be taken into the firm. And when their re-

quest was refused, they didn't sit back and accept defeat. They said:

"Well, if we can't be members of this firm, we'll start another and be the whole thing."

They hadn't any capital—except friends. The salesmen for manufacturers knew that they were hard workers, "stickers," with plenty of ambition; and the Martin boys hoped to get credit on the basis of this reputation.

But when they went to the manufacturer whose shoes they wanted to carry, the very first thing handed out to them was a letter from their former employer. They had tried, without success, to persuade him to handle that line of goods. Now, he was attempting to get ahead of them by sending in an order. He thought—and they thought—that this would spike their guns. But to their surprise the manufacturer said:

"For years that man has refused us a look-in. Now he guesses he can beat you to it. Well, he's got another guess coming. I won't sell to him; and I will give you boys your line of credit."

The First Customer

With that encouragement the Martins went back to Cleveland and got their little store ready, doing all the work themselves, even to unpacking the goods. They were hard at it one morning when a man strolled in and asked curiously:

"What have you got here?"

"We'll have a shoe store if you'll wait a few minutes," they told him.

"I can't wait long," he said.

So while he perched on a box, they fitted him with a pair of shoes and the store was launched. They didn't take any money out of that store in five years except enough for a very modest living. If they had been

impatient to get rich "overnight" they would have quit. Starting a business on nothing is like planting a garden. If you are going to pull up the sprouts as fast as they appear, you'll never grow anything big.

After a while, with their credit behind them—for they had taken good care to keep that growing—they opened a store in Chicago. And all the time they went on strengthening their credit and making friends. For it is one of the basic beliefs of the Martins that the friends of a business are its greatest assets.

One day a banker came into the Chicago store and bought a pair of shoes. That man was the very one who, years later, put through the million-dollar transaction before mentioned. His friendship and confidence, won in the ordinary course of business, had become a distinct asset. In telling of this incident, A. F. said:

"Many men, I think, do not realize that every day they are either building up, or failing to build up, these intangible assets of friendship and confidence. The greatest factor in this building up is service. Business is something more than putting in a stock of goods and hiring clerks to sell them. Any man with some money can do that—and, as statistics show, ninety-five per cent. of them can fail at it. The kind of goods you sell and the price you ask for them are vitally important. But the spirit of your selling is of far more consequence.

"That is why I have never withdrawn into some secluded office to bury my nose in accounts and to spend my time dictating letters. I have a girl who can write just as good letters as I can. I have accountants who can add and subtract as well as I can. I let them do it, and I stay where I can meet my customers. I enjoy my work! I have more genuine pleasure right here in my store, than I could have anywhere else on earth.

"We finally opened another store, this time in New York, with my brother in charge; and for several years we went ahead, making a fairly good living—but not much more than that. If we had been easily discouraged, we should have said:

"There's nothing in this shoe business! Let's get out and try dry goods, or automobiles, or something else!"

"But we just kept on sitting right and building for the future. When we had been in Chicago several years, I took a statement of the business to the banker I mentioned. He looked it over and said:

"If you paid your obligations, you wouldn't have a dollar, would you?"

"No," I answered; "we wouldn't."

"All the same," he said, "I'm backing you to win." And he increased our credit.

"Two years ago, we wanted to expand our business still further and, after a New York agent had tried for seven months, in vain, to form a company for us, we went back to Chicago, and inside of one week our business was capitallized for one million two hundred thousand dollars. Inside of a week!—but after almost twenty years of patient preparation. After almost a quarter of a century of experience, we believe the

greatest factors in our success have been persistence and service. I believe that service is the greatest factor in any business man's success. And the most important thing in service is personal interest.

"We not only know hundreds of our customers by name, but we know about the thing they are most interested in when they come to us—their feet. And it is a subject of more importance than most people realize. A man's brain isn't so independent of his feet as you may think.

"In the first place, I should let children go barefoot more than they get a chance to nowadays. The finest feet in the world are those of men who have been "barefoot boys." They are strong, muscular, shapely. If you could examine the feet of city children of rich parents, you would find that they look almost dead, they are so white and weak.

"Parents think that letting children wear sneakers in the summer develops the muscles in their feet. I think sneakers are distinctly bad for children. They confine the feet without giving them the support to which they are accustomed. As for the way women change from high-heeled boots to flat tennis and golf shoes, it is deadly. Their feet have been adjusted to an arch under the instep. Not only the foot muscles but the muscles of the leg also have been made to conform to this position. When they change to perfectly flat shoes, the pull on the muscles of the leg is actually cruel. Sports shoes should have heels of moderate height, but broad, so as not to injure a tennis court or putting green.

"For the past fifteen or twenty years children in this country have been very carefully fitted with shoes. The consequence is that Americans to-day, both men and women, have the best-looking feet in the world. They are not only better looking than they used to be but they are in better condition. Enlarged joints and broken arches are not so common, chiefly because nowadays people try to get shoes which really fit them.

"I can remember when men used to come in and say, 'My wife wants a pair of shoes about this length.' And they would hand out a stick with which the poor wife measured her shoes! I'd find a pair that tallied with the length of the stick and say, 'Well, I guess these will be about right.' And in those days that would end it.

"Both men and women are more particular about their shoes than they used to be. I know men who will try on pair after pair, studying the effect with as much care as if they were buying a house and lot! And, by the way, the best-dressed men and women never wear what I call freak styles. A few years ago the factories made shoes with absurd humped-up toes; "bulldog toes," they were called. Millions of these shoes were sold, but never to the best-dressed people.

"The quality of goods a store sells is of the utmost importance, of course, and so is the price. But added to this in a business success is the service given. That kind of service springs from a genuine enthusiasm and interest in one's work. This interest pays, to be sure. But it pays in more ways than one, for it makes profit and pleasure go hand in hand."

Keep down your expenses but don't be stingy—Nobody loves a "tight-wad"

Why Run Down Your Own Business?

IN a recent advertisement an Ontario shoe retailer undertakes to tell the virtues of a particular brand of shoes he handles. Here's how he goes about it: "Here is the secret of the Blank Shoe Supremacy: There is not a scrap of shoddy in it. Cut into any Blank Shoe and you will find it solid leather all through. Compare the Blank Shoe with the cheap construction so common to-day—vamps cut off at the top of the toe-cap and pieced together—composition counters and shoddy inner soles—soft, cheap sole leather—the cheapest cotton linings. One shoe looks as well as another on the shelf—a few weeks' wear reveals the cheap construction."

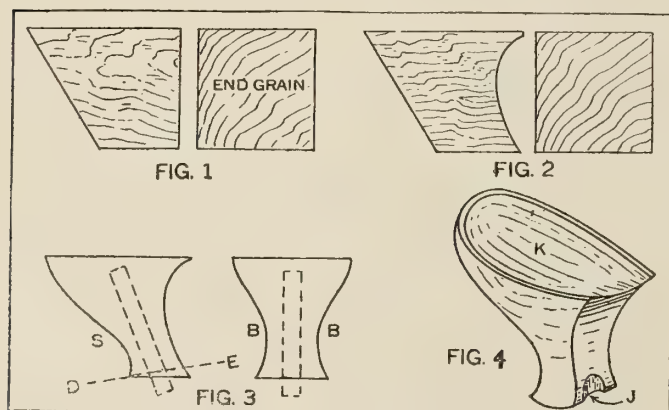
This may be good advertising for the Blank Shoe, but it is just possible there has been too much gratuitous damning of the shoe trade by the newspapers throughout Canada during the past couple of years, without shoe retailers actually paying for space to increase the public suspicion that shoe retailers are running a "skin" game.

High Heels and How They Are Made

THE high heels for ladies' shoes are made of wood, carefully milled to shape and then covered with material to match that of which the shoes proper are made. Maple is used for shoe heels and it must be the very best sound, close-grained stock; it must be thoroughly kiln-dried, too.

The preliminary work in a shoe-heel factory is the sawing of the material into rough blocks, each of which is just large enough to make a finished heel. As a general rule, the stock is 2-in. thick and is ripped 2 to 3-in. wide, according to the height of heel that may be ordered. After ripping, the stock is cut into small blocks—see Fig. 1.

Fig. 2 shows the first knife cut that is made in the shaping process. The block is clamped in a jig and advanced past a rapidly-revolving cutterhead, which



carries knives to make the required shape. The block, after the cut is made, is released with a single movement and drops into a container or conveyor, which carries it to the shoe-heel shapers. These machines are of special design and would probably be useless for any other kind of work. There are two vertical spindles about 16-in. apart, and a clamping device at the front of machine, midway between the spindles, so that one clamping serves for both heads.

The cuts are made with the grain, to prevent tearing, and they meet in the middle of the heel at the back. Ordinary open knives and slotted collars are

used. In order to obtain the difference of pitch, as shown at the back B and the sides S. S. Fig. 3, the heel is automatically tipped farther in at the top (that is, when it is shaped upside down, as it is turned by the holder in making the cut.

After the heels are shaped they are bored and a dowel pin is driven into each one, as shown by dotted lines in Fig. 3. The bottom of each heel is then sawed to dotted line D. E, after which the heel is ready for finish cuts J and K, Fig 4. J is cut free-handed on a machine similar to an ordinary spindle carver, but K is cut by a special machine which clamps the heel fast and carries it up into a milled-to-pattern cutter, which shapes it to conform nicely and comfortably to the bottom of madam's heel. Sanding with spindle sanders completes the machine woodwork on wood heels.

In another department the heels are "doped" and carefully covered with fine kid, canvas or whatever material is required to match specified shoes. Leather tips are applied at the extreme ends (the bottoms) and then the polishing-wheel operators put on the finishing touches, after which the heels are ready for the shoe factory.—Canadian Woodworker.

Why Can't We Co-Operate?

"What is the reason for the lack of effective organization among shoe retailers?" a correspondent asks. "I have in mind associations in four of the largest cities in the Dominion, not one of which can be termed a live association. Members of two of these meet at uncertain intervals, another is called together whenever the president thinks there is anything of importance to be dealt with and the fourth holds an annual meeting. The attendances are poor and at the one of which I have the most intimate knowledge the speaking is left to four or five of the most aggressive members. There are plenty of subjects of interest to shoe retailers, but apparently the great majority are willing to let them take care of themselves. At a recent meeting of one of the associations a speaker related an incident showing how prompt action on the part of a few men, retailers in various lines, including shoes, resulted in a Government department taking immediate steps to safeguard Canadian trade. This was in reply to a suggestion that little can be accomplished by retail associations. Many real live retailers, who are otherwise keen to secure every cent of business that can be obtained, are slow to appreciate the benefits of co-operation in dealing with legislative and municipal action which affects their trade. In England there is a parliamentary section known as the 'ginger group.' In matters of protecting trade and other interests Canadian shoe retailers apparently need 'ginger groups' very urgently."

A prominent Toronto repairer told us a few days ago that they looked for no decrease in the price of repair shop labor—as a matter of fact repairers had always been underpaid. Not more than 5 per cent. of repairers, he said, had gone into munition factories, so there could be no surplus of labor when these men are released.

A manufacturer, in speaking of conditions existing in manufacturing plants during the past couple of years, stated that his staff consisted of old men without strength, women without experience and boys and girls who didn't care a darn about anything.

Running a Retail Store to Make Money

By J. C. Kirkwood

DOING business in the dark has its perils, and many a retailer has groped his way into pitfalls because he did not see his way clear ahead. What I have in mind particularly is the ignorance—darkness—of the great majority of retailers concerning the costs of running their business, and their disinclination to operate their business on the basis of fully known costs. Perhaps this disinclination is due to unfamiliarity with the subject, and where sureness is lacking, one can understand the hesitation of retailers to take up a practice about which they know very little, and where their experience is negligible. However, I believe firmly in education and in its good effects and results, and so I propose to say something designed to help retailers to know and record their costs of doing business, and to induce them to make the requisite selling effort to sell enough goods in the year to get back all costs, including a desired profit over and above the wages due the proprietor and his capital.

I remember vividly my own first days as a retailer. I wanted to know what it was costing me to keep my store open and to give the public a service; for if I knew this I would then know how much I would have to sell in the year to get back these costs. But twenty-five years ago this subject of the cost of doing business was almost unheard of, and had not been reduced to set terms.

The Principal Overhead Items

To-day this subject is receiving very much attention and has been so definitely surveyed that now every retailer in the land can know just what it costs him to run his business, and what he must sell a year to get back his costs. These costs are comprehended under these ten headings:

1. Rent.—This when the retailer is a tenant of the premises occupied by him.
2. Fixed Expense.—Which includes insurance, taxes, water rates, light and fuel, telephone rental.
3. Labor.—Which includes a definite and adequate salary or wage to the proprietor, and to hired help.
4. Delivery.—Covering the cost of delivering goods to customers—horses or motor cars or trucks, stable and garage costs, and the wages paid workers employed wholly for delivery service, in which case the wages paid delivery staff should be omitted from group heading No. 3.
5. Miscellaneous Expense Items.—Including stationery and postage, printed matter and advertising, cleaning and repairs, outlays for wrapping materials, and all sundry disbursements, donations and subscriptions.
6. Losses.—Which will include bad debts, loss of value due to spoilage, shrinkage, damage, leakage, shortage, accident, theft and dishonesty allowances.
7. Depreciation.—Which will provide a fund for the restoration of furniture, fixtures and equipments whose value declines yearly.
8. Interest Paid on Borrowed Money.—Which will include interest paid banks and creditors.
9. Interest Due Capital.—Say 6 per cent. Capital is entitled to this earning, as an employee of the busi-

ness, for it can earn this wage if invested in bonds and mortgages.

10. Profit Desired.—This by the proprietor in addition to the salary or wages he collects from the business, as his bonus for his superior service, ability and fidelity; and something for capital in addition to the 6 per cent. allowed it as wages—this because capital is risked, and when risked it should earn more than just common wages.

Now, if a retailer will open up in some book of account ten pages bearing these ten headings; and if he will enter under the right headings every item of cost, then at the end of the year he will know exactly and completely just what it has cost him to run his business for the year. Knowing the total cost of running his business, he can then very readily ascertain whether or not he has recovered his costs, including the profit desired for himself and his capital.

Now For The Annual Statement.

We shall suppose that these costs add up to \$6,000. We shall suppose, further, that the capital invested in the business at the beginning of the year (as shown by the annual balance sheet) is \$5,000; and that the



Black or Tan Calf or Kid—For the man who prefers a medium, broad toe and medium-weight sole—Shown by Ames-Holden-McCreedy

capital twelve months later is \$5,500. We'll suppose also that the merchandise purchased during the year—to be resold—has had a value, laid down at store, of \$20,000; and we'll suppose, finally, that the total sales for the year amounted to \$24,000. The problem becomes: Has the retailer made any money in the year, and if so, how much? He can find out by setting down these records as follows:

On the Debit Side.

1. Capital invested as at beginning of year . . .	\$5,000
2. Mdse. bought for re-sale during the year . .	20,000
3. Costs of running the business as ascertained by the record under the ten standard headings	6,000
Total	\$31,000

On the Credit Side.

1. Capital as at twelve months later..... \$5,500
2. Merchandise sold during the year..... 24,000

Total \$29,500

This summary shows that this retailer fell short of what he should have accomplished to the extent of \$1,500, which means that he has had a disappointing year. His stock went up \$500 in value, but his sales were insufficient. Had he obtained \$1,500 more for his goods he would have had a good year, for in this case he would have recovered fully all his costs, and these costs provide for an adequate salary for himself, wages of \$300 (6 per cent. on his capital) for his capital, and the recovery of all his losses of whatever sort. And had the total of the credit side been \$32,000, it would mean that the retailer had obtained a clear \$1,000 over and above his objective, which was to get back his costs.

Cut Out Needless Expense.

Now, it can be taken for granted that the costs of running a business cannot very well be reduced—that is, to make them greatly lower. Something may be saved—perhaps \$100 or so, in the costs comprised under the heading “Losses”—perhaps \$200 or \$300. But the total possible saving is likely to be less than \$500 a year—this in a retail business of average size or turnover.

Also, it is generally not desirable to add greatly to the value of the stock carried. It is better, as a rule, to keep down one's stock to the minimum.

That is, it becomes clear that it is in the volume of sales made, including the margin of gross profit made over cost, that the retailer must depend on to make a good showing.

Turnover alone is not enough. If a retailer sells his stock at a very small advance over cost, then he is making things harder for himself. If he has many clearance or cut-price sales, he is just changing dollar for dollar, in which there is no profit. The right and wisest procedure is to get all the profit possible all the time, and to put the very largest possible effort into making sales. If the retailer will study the component parts of the annual summary as I have outlined it for him, he will see clearly the folly of selling at small margins over cost, and the folly of letting the sales take care of themselves. He will see that his main business from January 1st to December 31st is to keep up sales and to get a proper profit.

The smaller one's stock the better the chance of turning it over frequently. I read of a druggist whose turnover was \$7,300 and whose stock was \$4,300. It requires a moment's reflection to see that this druggist was overstocked, and that his sales were much too small. The danger for most retailers is to over-stock. They seem to imagine that, when they add to stock, they are adding to capital, and they too often forget to keep in mind the corresponding or equivalent liability incurred, and the obligation that the increased stock imposes on them to increase sales or turnover. The retailer who carries little weight, like the runner, can make faster and farther progress than the retailer



Mr. F. L. Kickley, of Hamilton. Formerly buyer for the Stanley Mills Company. Now conducts one of the brightest shoe stores in Hamilton, and is Secretary of the Shoe Retailers' Association

who has weighted himself down with burdensome stocks.

Smaller Profits—Quicker Turnover

Another point is that it is far wiser, because more profitable, to turn over stock rapidly at a small percentage advance over laid-down cost than to get a much larger percentage advance on a slower turnover. Slow-moving goods give a business and the selling staff a sort of constipation, and constipation breeds many diseases or disorders. Someone has said that there is but one disease—congestion, and but one cure—circulation. In a broad way, this Solomon spoke a great truth. A retailer should get this truth lodged into his mind and should shun that condition of business described as congestion.

Thousands of retailers everywhere keep their eye fixed more steadfastly on the margin of gross profit they can make than on the number of sales that can be made. Many retailers refuse to handle a line that they cannot get 25 per cent. or more on, even though they know that certain popular and easily-sold lines, paying only 20 per cent., can be turned over with greater frequency, and take much less time to sell. I do not mean to be dictatorial in this thing, but I would point out this; Suppose an article, costing to lay down at store \$1, and on which a margin advance of 20 per cent, can be obtained, can be turned over three times while another competitive article, costing 95c., and which can be sold at the same price as the other article, namely, \$1.20, can be sold only twice in the same time—which is the more profitable article to sell? In the one case, the 20 cents gross profit is made three times—a total

There May Be Something Better—Be Broad-Minded

The War Has Taught Us

That wasteful practices in business can be stopped;
That we can save—that saving is a part of running a business right;

That until we know costs we are going in the dark on price-marking;

That over-stocking is a mistake. That too many styles is as bad for the manufacturer as for the retailer. That we can get along much better with fewer novelties.

The value of window lighting when we have had to do without it.

The value of sales people when we could not get them and, therefore, the necessity for treating with decent consideration.

of 60c.; in the other case, the gross profit of 25 cents is made only twice—a total of 50 cents. So it becomes clear that the fast-selling article at a lower margin of gross profit may pay better than the slow-moving article, on which a greater margin of gross profit can be made. This looks like a "cooked" case. It is, perhaps, but is illustrative of a situation which is constantly confronting the retailer; he has to decide whether he will stock a fast-moving line yielding a low percentage of gross profit, or to handle a substitute line, which moves but slowly, or which can be sold by forced methods, on which a greater margin of gross profit can be obtained. Frequently the retailer must carry two stocks—the fast-moving, popular-because-advertised line, and the competing line. Having double stocks does not mean double sales. It simply means that the retailer has two stocks, locking up double capital, and making one fight the other to obtain the same number of sales. The retailer who wants to keep down stocks to the minimum must consider the problem of which line will pay him the most money in a given time—not the largest percentage of gross profit.

Proprietor Should be Salaried Manager

Going back to the subject of the costs of doing business there is one item of cost which the average retailer is most unwilling to set down—a salary for himself. His common practice is to take the goods and cash from his business that he requires, and to regard this as his due and proper remuneration for service given. I want to say with great positiveness that this method of remuneration is bad, bad, bad. The right way is for the proprietor to collect weekly from his business, in cash, the wages due him, and to take nothing more from his business than this sum. What goods he takes out of his store, for himself or family, ought to be charged at regular rates, and paid for, in cash, just as other customers must pay for goods obtained.

The fact is that the proprietor should regard himself as the salaried manager of his own business, and should take pay from his business for service rendered. In the same way, the proprietor's capital should be regarded as being employed by the business, and should be paid wages, just as any other employee is paid. The wages due capital may be regarded as 6 per cent.—the wages that capital would earn if invested in bonds or mortgages.

The salary or wage that the proprietor should take

from his business should be a sum sufficient for his own and his family's legitimate expenses—nothing less; and the proprietor and his family should limit their living expenses to this sum, unless there is an income from other sources. Only by setting a definite limit to one's living expenses can these expenses be kept within proper bounds. Having an elastic fund to draw on usually results in extravagance; by which is meant that when the retailer and his family can get what goods and cash from the business that they may want, the situation is bad. Far better, wiser and safer is it for the proprietor to draw out weekly his due and sufficient wage, and to deposit this in a separate and private bank account, and to make this wage or salary cover all his own and his living expenses. Goods taken from the business by the proprietor and his family should be charged up at full retail prices, and the account settled with cash periodically.

When the retailer omits to collect a proper wage or salary from his business he is apt to omit from his costs of doing business a kind and amount of charge which ought to be included. The result of this omission, in most cases, is a deceptive and fallacious cost record—a cost record made less by \$1,200 or more than it should be. When the yearly costs are made to appear to be less than they really are, the retailer is apt to lull himself into a minor selling effort. That is, if his real or true costs are \$5,000 a year, and by omissions are made to appear to be only \$3,500 a year, then a retailer feels that all he must sell is enough to get back \$3,500, and so he slackens up his selling effort. To sell enough goods at a 25 per cent. margin over cost to earn \$1,500, means gross additional sales of \$7,500—or \$25 a day for each of the 300 working days of the year. Now, to sell \$25 more a day is no light task.

Omissions Are Deceptive

To omit from one's summary of costs any item does not mean that the expense has not been incurred, or that it has not been paid. If the retailer should omit to charge out under the head of "Losses," destroyed goods to the value of \$100, or bad debts to the tune of \$100, he does not by the omission escape the loss. But when he charges up the loss, and makes a successful effort to sell enough more goods to recover, in the form of gross profits, the \$100 lost, he recovers the loss. Otherwise the loss goes unrecovered.

And if the retailer omits to collect the wages due capital he is likely to lose these wages due his capital. But if he includes among his costs of doing business an amount equal to 6 per cent. of his capital, he is likely to make the requisite selling effort to earn these wages.

To omit from one's summary of cost items any item, large or small, with the idea that the omission relieves the retailer of the obligation of making the requisite effort to get back the amount of the charge is exactly the same sort of stupidity as shown by the ostrich when it buries its head in the sand, thinking in this way to escape its pursuers. But when the retailer sets down, after the manner indicated, the full costs of doing business, he is then in a position to know just what he must sell at a full profit on every sale, to get back all his costs.

In the costs of doing business I have included the net profit desired by the retailer for himself and his capital. I do this because this desired profit is a right charge to make against the business.

If the retailer aims at nothing more than common wages for himself and his capital, he would be far

wiser to hire himself out to some employer for these wages, and thus escape all the worry and burden of the oversight of a business; and if he plans to earn for his capital no more than just common wages, 6 per cent., then he would be wiser to invest his capital in good bonds or mortgages. But the reason he is in business for himself, and puts his capital at risk in business, is to earn more for both—something more than wages. For this reason I put down as a cost charge the profit desired by the retailer for himself and his capital. For himself he can put down as his objective from 25 per cent. to 50 per cent, more than he draws weekly; and for his capital he can set down an extra 5 per cent. or 10 per cent.

If and when these profits are earned the retailer may properly take out of the business his private profit, and use this for private or family needs or desires. But the profit earned by his capital should be set aside in a reserve fund, to offset the possible loss that may occur another year. Capital should always be protected and buttressed by a reserve fund, and the retailer who fails to build up a reserve is not fair to his business or to his capital.

Germany Is Awakened to Defeat but Not to Her Crimes

WE cannot realize as yet what it all means to us—this stopping of war. For months we have been keyed to the highest pitch.

And now the joy that floods our minds and hearts has burst the bands that held us tense. The lid has hit high heaven. The dams of more than one sort have burst. Our blood pressure is relieved; we are beginning to hit normal.

And yet, as sure as anything can be, it will be a long time before we can comprehend in any real way what it means to be at peace.

The unspeakable Hun is biting the very dust he sought to have us bite. He is shedding the tears he would have had us shed—his sin has consumed him. His god of greed has choked to death. His vainglory has turned to self pity. His chickens have come home to roost. And yet no word we have heard out of Germany, either from the revolutionists, social democrats, so-called Soldiers' and Workmen's Councils, or any other party or section shows one sentence expressing repentance or regret for their fiendish acts. They are filled with anger at the war lords who have brought them low and given them dust for dinner.

As has been well described, Germany is like the wife of a burglar—who cared not that her husband brought her stolen jewels, but who became exceeding wroth when he was apprehended and could bring her no more. She then at once denounced him as "no good." Had he not brought her to want? She cared not one iota about his crimes of theft—felt no sense of guilt because she had flashed around in the finery of others. She pitied herself because the graft was taken away and vented her spleen on old "hubby." Germany is still as morally bankrupt as when Herr Wilhelm was strutting his glorious hours. What is there to prove it otherwise?

These revolts instead of adding to the ease of our task are likely to render it more difficult.

It is the hope of those who lead these various up-

risings (the nature or degree of which no one really knows at this writing) that somehow or other we will treat her as an awakened and a democratic nation.

Awakened she is but awakened to her defeat and not to her crimes.

She is mad and furious and may become wild—but she is the same old Germany at heart and would do the same old tricks over again if she ever had the chance and thought that it would pay.

That is why the armistice terms were so severe—that is why the frantic efforts of revolution in no wise changed the terms—and why there will be no more let up in the matter of guarantees than if the Kaiser were on his throne.

How much of a camouflage these revolutions are, time alone will tell.

They may be thoroughly sincere; they may be timely efforts of other elements to get control of the machinery of state for selfish ends—they may be encouraged by the Junkers in the hope that peace terms may be easier or that Germany as a whole may react against them back into the folds of Potsdam later on. They may be the outbreaks of nerve-wrecked men—they may be anything.

But whatever they are or may become they will in no wise loosen the firm grasp of her conquerors, who will take no chances on a Kamerad bomb. Whatever they are they in no wise suggest a repentful people—they interpret no sense of moral disgrace. The Huns are simply "scared stiff"; their pride is sorely hurt; their larder is empty; their national hopes are shattered, but their conscience is untouched. They are still the same old criminals, humble because brought low. They still would lie and cheat and fawn to gain an advantage for themselves and had they power and if they thought it would help them attain, would rob and rape and plunder just as they did a few months back. To-day we know them—a few years since we did not know them to the suffering and misery of the world.

Is there hope for them? Will they ever change?

Yes, there is hope, and they will change.

At first they will change because they must—and in the years to come because they will see it pays and finally, we believe, because they want to change.

A nation bred to the sword and fed on greed cannot in the nature of the case change over night.

Fear of consequences, and the show of force, alone will keep them decent until a later time when the efforts of fifty years of false philosophy have worn away.

It is not too much to say that in Germany to-day we have "a white man's burden." Every nation allied against the Hun must needs continue a watch upon her until full proof is forthcoming that they no more are Huns.

It is not a pleasure to have a rascal, even a wounded one, to handle. The future of the Hun represents no part of the joy that is ours to-day—it is that which would temper our joy.

It will be an unwelcomed task to watch Germany in the immediate years to come.

We must say it again—once get her stomach fed, once get her working unwatched no matter under what limited conditions and unless her heart is changed, unless her philosophy of greed is cast aside and her moloch of business and political intrigue laid low of her own free will, we shall still have the German problem to figure on.—Trumbull Cheer.

How Will the Coming of Peace Affect the Price of Footwear?—A Message to Retailers

NOW that peace becomes each day a greater certainty business men are commencing to ask themselves the wisest policy to pursue in regard to placing orders for future delivery. It is thought by some retailers that a severe break in prices may come in the near future which will so lower the value of merchandise purchased now that it will represent a very considerable loss. This is not the view held by the majority, however. A manufacturer's view of just exactly what peace will mean to the shoe retailer in the matter of prices is set forth in an article written by Ames-Holden-McCready, Montreal, just a few days before the armistice was agreed to:

The approach of peace affects business men in different ways. To some it brings a sense of uneasiness, of uncertainty. To others it brings a feeling of relaxation. Both are wrong. The man who has piloted his business through four years of war can safely guide it into the era of peace by the same methods of straight thinking and careful judgment. It is no time to sound the alarm on the one hand, nor to let the business drift on the other.

Most merchants immediately associate peace with falling prices and a consequent depreciation of merchandise values. The timid merchant hesitates to place orders in advance for fear that the price-break will come in the meantime. The panicky merchant seizes the opportunity to cancel the orders he has already placed, thus intensifying the very condition he fears. On the other hand, the cool-headed and far-sighted merchant realizes that prices are governed by many different circumstances, of which the coming of peace is only one. He buys more carefully, watches his stock more closely, and offsets any possible loss of values by speeding up his turnover.

It is undoubtedly true that the coming of peace will cause, sooner or later, some reduction in shoe prices. How soon—how fast—or how low prices will go after the actual cessation of fighting, no man can say with any exactness. But there is no logical reason to expect that there will be any very sudden or very severe drop. For shoe prices are not based upon sentiment, or upon anything else except the inexorable law of supply and demand. And there is not the remotest likelihood that the law of supply and demand will go out of business when peace is declared.

A Slow Process

Shoe prices were forced up to their present levels because of the fact that the demand for shoes greatly exceeded the diminishing supply of materials and labor. That was due to the war, obviously enough, and it may seem logical to say that when the war is over, the conditions will be changed. And so they will; but slowly. So slowly, in fact, that it will take years to restore the conditions in the shoe trade which existed before the war, if needed they ever are restored.

It is quite true that shoe prices would come down in a hurry if, upon the conclusion of peace, every soldier in the Allied armies ceased to need shoes, if every man who has been taken from the factories were to

be instantly set down at his machine again, and if the depleted stocks of leather were miraculously restored. But those things take time. Only gradually will the demand for army boots fall off, even after actual fighting ceases. Only gradually, as tonnage permits, will the labor return to the factories—and many poor fellows will never come back. Only slowly can a surplus stock of leather and materials be built up again. Yet all of those things must happen before shoe prices can be materially affected.

Unquestionably, the price of gun-powder and shrapnel will drop when peace is declared, for the demand will automatically cease. But the armies will remain, and they will still have to be fed, clothed and shod.

So, the timid may be reassured. There is no imminent danger of the bottom dropping out of the shoe market. Sentiment has no part in the making of prices, and shoes are not an implement of warfare.

An Opportunity for the Retailer

But the approach of peace does bring with it business problems which should be considered calmly and carefully by every retailer of footwear. In avoiding panic on the one hand, it is not wise to go to the other extreme and assume that the problems will take care of themselves. Every shoe retailer in Canada should view the coming of peace, with its accompanying readjustment of values, as his opportunity to strengthen his position and improve his methods of doing business.

Conditions during the past four years have been extremely difficult. Every day, almost, has brought



All Leathers—8 or 9 inch height—A popular walking boot with military heel, long vamp and medium-narrow toe. Shown by Ames-Holden-McCready

Illustration showing the Toronto Branch of the Canadian Consolidated Rubber Company, which takes in the recently acquired premises immediately joining the old premises. The ground space is 180 feet by 70 feet, with entrances on three streets. It is situated at the corner of Yonge and Front Streets.



its new problem, and retailers have been obliged to exercise unusual vigilance in order to solve them. Retailers who have been successful in this war period are keyed up to a high level of efficiency, which it is to their interest to maintain. There is a certain temptation to "let down" when conditions become more favorable, and this should be resisted.

It is important to keep everything that has been gained during the war period, and to remember that the policy which produced a profit under adverse conditions will produce more profit if applied to more favorable circumstances.

As has been said, the changes in prices after the war will probably be gradual, and need cause no alarm. No soundly established retailer need fear a break in prices so sharp and so sudden as to cause disaster. But for the live business man it is not a question merely of avoiding disaster, but of improving his position in the trade. For it is obvious that the dealer who is caught by price reductions with large stocks on hand, which were bought at higher levels, will be in an unfavorable position as compared with a competitor who keeps his average stock investment down, so that he suffers less depreciation, and smaller losses of gross profits. The store which can meet a succession of price reductions with small stocks on hand can give better values and better service to its customers than a competitor who buys less skillfully, and carries a large amount of surplus stock.

Thus the coming of peace and the gradual reduction of prices offers the opportunity to the far-sighted retailer to put a still greater distance between himself and his competitors.

The best advice which can be given to Canadian shoe retailers to-day is this: **Keep your average stock investment as low as possible, while continuing to serve the normal and reasonable requirements of your customers.**

Place Orders Early

The requirements of your trade for spring should be carefully estimated, and orders should be placed with the manufacturer as early as possible. This for two reasons; in the first place, because there is an actual shortage of both leather and labor, and manu-

facturers must be able to prepare well in advance in order to supply enough shoes to go around. And in the second place, an avalanche of last-minute orders pouring in on the manufacturer next February or March will serve only to force prices still higher, and make the break more severe when it comes. You will best serve your own interests, and the interests of all concerned, if you will provide for your needs well in advance, and let the manufacturer, in turn, make advance provision for them.

Keep Stocks Down

Keep the average amount of stock on your shelves as uniform as possible, and as low as you can. Accept frequent deliveries of smaller quantities. Do not order too many styles, and don't stock too many pairs in each size.

Clean Your Stock

Begin now to clean out every item which has been on your shelves for more than six months. Put every idle pair of shoes to work. Put a price on them which will make them move. Convert the stickers and shelf warmers into ready cash. They are depreciating in value with every day you hold them. They will never again be worth as much as to-day. And if you hold them until after prices begin to decline, they will depreciate faster than ever.

Speed up the Turnover

Take advantage of everything which will help you to sell your stock faster, so that replacements can be made as quickly as possible. Speed up your turnover by selling lines which are known to the public, and which have consumer good will behind them.

The dealer who will carefully and consistently practise these things will not only have no fear of a break in prices, but will be able to turn it to positive advantage. For instead of reaching him with a big surplus stock on hand, it will find him with practically no "surplus" stock at all. His stock is all bright, clean, quickly saleable merchandise, whose value is known to his customers. It is moving freely and rapidly, and he is able to "get out from under" quickly with the least possible depreciation. And, most im-

portant of all, he is able to replace his stock at lower prices before his less prudent and farsighted competitor is able to frame a policy.

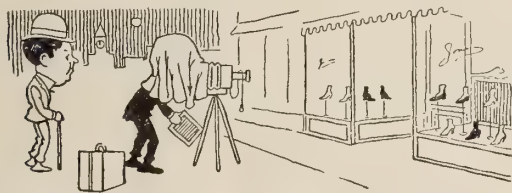
Good Lighting is an Investment

The Personal Story of a Shoeman Who Increased His Sales by 50 Per Cent.

I FLATTERED myself that mine was the leading shoe store in the brightest little town for miles around. I was getting along nicely, sales were steady and profits good. I could have handled more business, but did not think it could be got, as I was well-known all over town and advertised regularly. Consequently I was drifting into the rut of contentment.

One afternoon a man dropped in who said he was the representative of the lighting company that supplied current to my own and several other towns in the neighborhood. He wanted to convince me that I needed a new system of lighting in my store and show windows. He said that it would be a paying investment rather than a needless expense, but I just couldn't see how a greatly increased monthly light bill was going to help me very much, especially when I was getting pretty nearly all the trade that could be got. I thought he had a pretty slick line of talk and that his only interest was in adding to the profits of the company he represented. So I refused point-blank to make any change whatever in my lighting system—it had served me all right so far and would continue to do so for many days to come. However, when he asked my permission to put some new lights in my window just to show me the difference and that there would be no charge or obligation to buy, I consented.

In a few day's this salesman came in with two photographs. It seems that he had got hold of a photographer the night before and had him slip down at a late hour and make a photograph of the windows with the new lighting. Then, secretly abetted and aided by my clerk, had removed the new lights and



He slipped down at night and had photographs made with the old and new lighting

photographed the windows with the old lights only. To say that I was surprised is putting it mildly. The new lighting showed up clear and distinct; every shoe was plainly visible and the windows and sidewalks evenly and clearly illuminated. With the old lighting it was almost impossible to distinguish anything at all in the windows.

The lighting man then asked me if I thought I could now afford to get along with the old scheme of indifferent lighting and I told him frankly I couldn't, but still thought the increased bill would not be a paying investment. He was ready for me, however, and said if I would allow him to install the lights and leave them for one month, without obligation to keep them, he would guarantee that the increased business

would more than justify their cost. This was agreeable to me and, literally speaking, I sat back to await developments.

By the end of the month I found that my receipts had increased on an average of 50 per cent., without any other change in my methods. When the salesman came around the following Saturday night I promptly signed a contract for up-to-date lighting throughout the store.

It worked out something like this: Nine out of every ten people passing would stop when they came to my well lighted windows, would stand a few moments looking over my display and then, having made a selec-



I now boast that I have the best lighted store in town

tion would come in to purchase. I was firmly convinced that I was previously doing all the business I could do and this handsome increase was, therefore, something of an eye-opener. Naturally I consider my good lighting system one of the most paying investments I ever made. Furthermore I do not think I am boasting when I say I have the best lighted store in town.

Make it Comfortable for Customers

THE importance of making your store as comfortable to your patrons as you possibly can is well illustrated in some restaurants. All of us have patronized eating places where the chairs are a little bit too high, or where they have uncomfortable chairs; where the tables are too high and the chairs too low and so on. It takes a whole lot of good service to offset these discomforts.

And it's the same in everything. We like to go to the most comfortable theatre or lecture hall; travel on the smoothest railroad and shop in the most comfortable store. There is, therefore, much to say in favor of the retailer looking carefully to the comfort qualities of his store equipment. It must be remembered also that comfort is not always a matter of elegance. Slight changes in the present equipment are often all that is necessary to effect a marked improvement.

Effect on U.S. Regulations

The War Industries Board of the United States has ruled that the conservation restrictions on styles and standards in boots and shoes, as prepared by the Board in agreement with the industry, should be continued until June 1 next and that the plan for classification by grade and serial stamping of boots and shoes should be discontinued.

The Origin of the Term "O.K."

Many people make use of that little term, o.k., without knowing just how it originated. Strictly speaking, "o.k." is all wrong—the correct expression is "okeh," which is from the Choctaw language, meaning "it is so." It is said that President Wilson uses the word "okeh" as a regular thing.

Toronto Repairers Plan Winter Entertainment

Prominent Retailer Advocates Sliding Scale for Repairs



AT the last meeting of the Toronto Shoe Repairers' Association the proceedings were largely in connection with a series of social gatherings to be held during the winter months. A smoker is to be the real event, however, and the date will be decided in the near future. The recent developments in the war situation, and the "flu" epidemic before, have somewhat disorganized the regular association business, but this condition will doubtless soon right itself.

Is Deposit on Repair Work Feasible?

Mr. Charles F. Robertson, proprietor of the Modern Repair Shop, will introduce at the next meeting of the Toronto Shoe Repairers the question of requiring a deposit on all work taken in, both by repairers and in the retail shops. During the past year or two the losses occasioned by uncalled for work have been very low, but these conditions, Mr. Robertson pointed out, will not last indefinitely. At the present time it is often possible to sell the shoes and realize the price of the repairs although not certain in every case where the shoes are women's or children's. When shoes begin to get back to their normal price Mr. Robertson is of the opinion that people will not be so keen about calling for their work and, consequently, the repairmen should take steps to protect themselves at the earliest possible moment.

Repair Shop Kinks

A REPAIRER who has learned the value of appearances takes exceptional pains in applying finishing liquids to the bottoms of his shoes. He thoroughly shakes the contents of the bowl and then applies with a stiff brush to force the liquid into the fibre of the leather. He lets this first coat dry, rubs it off until smooth, and then applies a second light coating with a fine camel's hair brush. He attributes his success in business largely to this particular kink.

A repairer who uses a wire brush for cleaning off the grit and dirt from the bottoms of old shoes says he could not get along without it.

To make a machine run easily it should be cleaned and oiled frequently. Dust often gets into the machine, mixes with the oil and causes the machine to run hard. When the machine begins to run hard remove the upper thread and run the machine at moderate speed. At the same time pour gasoline from a bottle into the top of the machine and over all the working parts till perfectly clean. Let stand a few minutes, then oil with a good lubricating oil. A good lubricant is made by mixing equal parts of coal oil and castor oil together and shaking a few seconds before applying. If the band slips from having oil

spilled on it, or if it gets stretchy, remove the little fastener and cut out as much as is necessary to make the belt tight, almost to the breaking point. Clean pulley with a dry rag and replace.

Sliding Scale for Repairs

THE other day, on mentioning to a prominent Toronto shoe retailer that the Toronto Shoe Repairers' Association had raised their schedule of rates, he remarked that it was only justified. Repairers, as well as retailers, have been working for too little profit, considering the capital invested. He thought, however, it was a great mistake that repairers should have a fixed schedule of rates for their work. They should follow the example of tradesmen in other lines—plumbers, steamfitters, carpenters, automobile repair men and so on. What garage would think of taking a car in to be de-carbonized, for instance, at a flat rate specified beforehand, or would promise to re-seat the valves on any car for a certain sum. Rather, they hand you a bill made up of so much for gaskets, shellac, washers, and so on and add to that their time at so much per hour. The same with the plumber and other trades.

Also, he says, it is not only unfair to the repairer but unfair to the customer. Why should the man with his heels worn completely off be charged the same as the man who has just worn his heels down slightly and wants them straightened up. Why should the man whose shoes are in a good shape and easy to work on be charged the same for new soles as the man whose shoes are falling to pieces and require twice the labor? Again, why should repairers be forced to put on rubber heels for 50 cents, just because the manufacturer of the heels nationally advertises that price? It might take twice as long to put the heels on one pair of shoes as on another—yet the repairer's price is just the same. All jobs should be figured on the same basis—cost of the material, plus the actual time of labor. The customer could have the option of picking out the class of sole leather he wanted used—first grade or second, the price for which would be so much and the total cost would be that amount plus whatever labor was necessary to do a good job.

It might be argued, continued this retailer, that the amount of labor involved in keeping track of the work would be prohibitive, but this is not the case. You won't find the plumber kicking about keeping track of the time he puts in, or the washers and bolts he has to use. It should, he thought, be a matter for the repairers' association to take up and consider in all seriousness.

A Winnipeg retailer, in advertising a sensational sale of boots at \$2.98, advised readers to "Buy two pairs—they won't last long." And yet they say there is no truth in advertising!

Shoe Repairing—the Old Way and the New

I WONDER how many of the young shoe repairers of to-day know how shoes were made and repaired in the olden times. I had the pleasure of knowing an old-time shoemaker, one who made shoes in the time of the Civil War. It was quite interesting to hear him tell of how he made shoes for every negro an old slave owner had, with only one wooden last. This is how he did it. He made all of the larger shoes first and then cut the last down for the smaller ones. The lasts in those times were straight lasts, no rights and lefts, and I suppose from what I have been told, all the lasts used by the people in the rural communities were made at home, especially those of the slave owners. Can the reader imagine a shoe man of to-day whittling out his own wooden lasts and cutting out the pattern for all shoes made in the shop, to say nothing of having to tan all the leather he used and make his own pegs for pegging the bottoms on.

In those days there were no iron bottoms on the wooden last, so the shoemaker had to drive the pegs through the out sole, inner sole and in to the wood last, and when the shoe was ready to take off the last, he was obliged to pull and twist till he nearly wrecked the shoe before he could get those old pegs loose from the wooden last. Such was shoemaking in the early days.

If there is any one class of workmen of modern times who owes more to the trail-breakers of this country than any other, it is the shoemakers and repairers, for those old-time workmen, with their crude methods, laid the foundation for the present flourishing shoe business. The rapid shoe repairing machinery of to-day is the result of years of study and hard work by those who did not live long enough to enjoy the fruits of their labors, after having studied out some new piece of machinery or shoe tool. We of modern times have cause to be thankful for those inventions and improvements that have been handed down to us by those who worked and studied so hard. Had they not tried to improve the methods in use at that time the old wooden last and the home-made peg would be with us to-day, and wouldn't we fret and fume as we mashed our fingers to drive those home-made pegs.

Comparisons.

In the old days of shoemaking the soles were sometimes sewed on, and when this was done the work was, of course, all hand work. There were no machines to sew on half soles or even to stitch uppers fifty years ago. The soles were sewed on with a flax thread and bristle ends; to-day this is done with an electric sole stitcher.

In the early days the soles and edges were trimmed and scoured by hand; to-day this is done with a rapidly revolving edge trimming knife and sand wheel.

Modern methods of repairing shoes are as far ahead of the old way as the present day touring car is ahead of the old time ox-cart.

I am satisfied that the next five years will bring us new surprises in the way of shoe tools and machinery and that there will be a swifter progress in the invention and manufacture of rapid and easy shoe repairing tools and machinery than ever before. There will

probably be more progress made in this line in the next five years than in the last fifty. Now this may sound unreasonable to some, but modern shoe repairing has just reached a stage where we can really move fast.

It would seem, on first thought, that we had gone as far as we could go in the way of decreasing the labor and increasing the speed in shoe repairing, but it must be remembered that this is the day of the dreamer, and while we have a great many dreamers to think out new ideas, we have practical machinists to put these ideas into execution. No, Mr. Repair Man, the end is not yet in the way of good things for the shop. We are just now coming into our own.

How I Learned the Leather Business.

It may interest the reader to learn that the writer is a workman who has made shoes by hand in almost identically the same way they were made in the 60's, has skinned cattle, tanned leather, cut out patterns and made shoes by hand and worn the shoes after making. I learned the leather business from the ground up.

When I first took up the leather work I was living on the farm and began by tanning cat skins with ashes and repairing the family shoes. My first needle for sewing shoes was a hair-pin bent to form a sort of needle and the string I used was twine. Of course, I was just a boy then and I knew nothing at that time about a better way of doing the work. Later I went to work in a small cobbler shop in a nearby town and from that to a shop of my own. As I learned more about the business I became acquainted with new kinds of machinery and tools and to-day I am abreast of the fellows we read about in the shoe journals. I did not, like many old-time workmen, stick to the old way of repairing and making shoes. I believe in being progressive and up-to-date.

I think the shoe repairer should know something of raw leather and how it is converted into the finished product, as well as the physical structure of the leather, and the how and why of its wearing qualities. The average shoe man knows that a certain brand of sole leather wears better than other brands, but does he know why? To know this it is necessary to study the physical structure of the green hide and its chemical conversion into leather.

I for one am glad that I learned the leather business. I think it pays to know something about the manufacturing end of the business as well as the cutting end. By this I mean the repair man should know something about leather in its raw state, the cost of handling and tanning the green hides, how certain hides are tanned and which kind of green hides make the best sole. To keep well posted on this point will stand the repair man well in hand. When buying leather as well as when talking to a customer or a prospective customer, he should know the leather business from A to Z.

Re-bottoming Stitch Downs

One of the meanest jobs that a shoe repairer has to deal with, next to turn soles, is the repairing of stitch down shoes. This shoe, as every one knows, has no insole and the edge of the upper turns out at the sole

instead of turning under the out sole, as other shoes are made. The soles are held in place by means of a row of stitches around the outside and the stitches pass through the outsole. The edge of the upper and a small welt are placed on the edge of the upper to reinforce it and help to hold it in place. When the channel on the sole of a stitch down wears off, the thread soon wears off also and the upper and sole separate. By this time the shoe needs half-soleing and this is a mean job indeed.

My method of soleing a stitch down is as follows: Remove the old sole, place a piece of sole leather in position on the shoe and trim to the edge of the upper all around, being careful to get the original size and shape of the shoe. If the sides are drawn in too much it will make the upper stick out too far at the toe, and if the toe is made too short it will make the sides stick out too much, ruining the shape of the shoe.

When trimmed to suit, place the shoe (sole down) on a piece of heavy smooth iron and use nails just long enough to go through and clinch on the bottom. For this a hold-fast nail is very good, as it has a small round head and looks neat. Drive the nails through the welt at edge of sole. If the shoes be black the nail heads may be covered with ink or soft heel ball; if a tan shoe, the nails should rust in a short time any way and not show very much on the top side. The main object in putting the sole on in this manner is to save time and make a job that will not draw up the shoe and make it too small and at the same time fasten the sole so that it will wear longer than when attached in any other way.

If the sole is nailed on a stitch-down in the ordinary way the sole and upper are likely to part at the edge, and if sewed on the sole stitcher, the needle will run off the little strip around the edge and make the stitches on the inside of same, thus drawing up the shoe and making it smaller.

A New Way of Half-Soling Turn Shoes

There are comparatively few people outside of the trade who know how a turn shoe is made or how it should be half soled. It is not uncommon for a lady to bring in a turn and want a bottom nailed on. Here is a way this can be done satisfactorily: Cut the old stitches from the toe back to the bulge in the shoe, wet the sole thoroughly, turn wrong side out, place on a small last and tack the upper to the sole with large head lasting tacks having fine points. These tacks should extend from the toe back as far as the new sole and should be close enough together to insure a strong serviceable job.

When the sole and upper are securely fastened, turn the shoe, trim the edge of the old sole to a feather edge, place a thin sole in position on the shoe and fasten with two tacks at the back and one near the toe, which must be drawn when the shoe sole is nailed down. Trim just close enough so that when the new sole is nailed down the thin edge of the old sole will be entirely hid from view. Use small channel nails for nailing down the sole, and place them in such a way that they will draw the edge down more than for ordinary half-soleing.

A shoe half-soled in this way should last longer than any other way that a turn can be half-soled. The large headed tacks should not hurt the foot if the sock lining is good enough to cover them and the point of the tacks can do no harm, as they are well braded and covered with the new sole.

I will give you a good method of putting on new

toe caps. This is a very difficult piece of work as every shoe repairer knows. Of course, all first-class shoe repairers know the different ways of fastening the cap to the sole. It is different on welts to what it is on McKays. I will deal with the upper part of the toe cap.

Make a pattern of good, strong leather, just the size and shape of the old cap, except make it a little larger at the lower end. Now make a dot with a pencil in the middle of the upper part, trim with heavy, sharp scissors both ways from this mark, giving the cap a sharper slope than the old one. Shave to a thin edge and after placing a shoe stretcher in the shoe, cement the cap and the toe both, and cement in place, fastening the middle first and drawing the sides back afterward. This takes up a lot of the slack and makes the cap conform more readily to the shape of the shoe. A toe cap put on in this way does not cover the holes or other ornamental work in the old cap, but intersects with the old cap at the first seam, leaving the holes the same as in the shoe that is not capped. If only one of a pair is capped, this allows them to match nicely after the capping.—Shoe Repairer.

Take Out That Squeak

By Robert Sutherland

THE retailer is often faced with the above remark as a customer hands him a pair of noisy boots. The remark is often provokingly made with a "whistle and I'll come to you, my lad" simplicity, indicating that the customer thinks he has made a very simple request indeed. The retailer, however, knows differently. He or his clerk must take time and a great deal of trouble to discover and pour oil, or other deadening substance, on the troublesome spot which may extend throughout the entire length and width of the sole.

The usual *modus operandi* is to open the sole at the sides or surface and insert oil, French chalk or other substances that can be spread between the outer and inner sole and then refasten the ribs by re-sewing or nailing, re-set the edges and return the shoes to the customer.

Squeaking in shoes is caused by friction and pressure of two hard substances in contact—the outer and inner sole. The dry wheel hub and axle as a noise producer is a good illustration. When these are oiled or greased the soft substance between causes the wheel to revolve on the axle easily, smoothly and silently. For the strict prevention of squeaking in footwear there should be a soft substance between the hard sole surfaces from heel to toe. This might consist of a thin layer of soft woollen cloth, a coating of rubber cement, Black Knight stove polish. French chalk or something similar. A coat of tar is also said to be an excellent preventative. In my opinion manufacturers do not pay sufficient attention to this matter.

There is said to be large accumulations of raw rubber in Brazil waiting for ships to deliver it. These accumulations, which extend over a two-year period, are the result of war-time shipping restrictions.

Several Toronto retailers spoken to during the past few days state that business since the signing of the armistice has increased, rather than decreased.

Napolean Tetrault—Captain of Industry

LIKE Napolean the Great, Mr. Napolean Tetrault, of Montreal, has the faculty of surrounding himself with men who do things. Mr. Tetrault is surely a captain of industry, but it was on account of his being captain of Team 21 in the recent Victory Loan campaign, and later in the Red Cross campaign, that the members entertained him at a complimentary banquet at the Windsor Hotel on November 28.

From the artistic menu card to the last item of the musical programme, (given by the leading artists from Montreal theatres), the dinner was a big success. The musical programme was in charge of Mr. W. V. Matthews, superintendent of the Tetrault factory, and was typical of Mr. Matthew's well-known artistic tastes.

The menu card was decorated on the front with a beautiful honor flag of the Victory Loan in colors. The tables were profusely ornamented with floral pieces.

The members of the team were mainly representative of the leather and shoe trades, some of those present, however, belonging to other industries. The following is a list of those invited: Messrs. Emile Chaput, Howard G. Cobb, Oscar Dufresne, C. G. Higginson, Jos. Daoust, Frank Thompson, P. A. Doig, C. A. Duclos, R. M. Fraser, C. E. W. Lessard, M. F. Furey, F. W. Laskey, Harry Gibbons, A. G. Mooney, Denis Guilbault, M. A. Desmond, Edwin Hurtubise, John Anderson, Alf. Lambert, Raymond D. Colpitts, Victor Levesque, W. C. R. Anderson, Paul Leduc,



Mr. Napolean Tetrault

Norman Doig, John McEntyre, Albert Tetrault, W. F. Martin, Oliver Tetrault, Henri Merrill, B. Vaillancourt, Rene Moncel, W. V. Mattheys, Paul Roy, G. N. Moncel, W. St. Pierre, Henry Whitley, Walter Sadler, J. R. Labelle, W. B. Strachan, D. S. Desmaris, Victor Tardiff, H. S. T. Piper, Theo. Viau, P. G. Delgado, Wm. Wright, F. X. Raoul Lanthier, Ernest Whitley, R. G. Oliver, E. J. Holliday, G. D. Brandon, H. Kavanagh, Arthur Tourville, J. A. Laporte, Arm-and Chaput, E. H. Merrill, Pierre Leduc, C. Acton, and Dr. Mederic Masson.

During the evening there were many expressions

by the members of the team of their appreciation of Mr. Tetrault's generous treatment while the campaign was on. As a practical manifestation of this feeling Mr. Tetrault was presented with a gold match box with a Victory Loan flag engraved on it. The presentation was made by Mr. W. St. Pierre. There were of course, some speeches, complimentary references being made to Mr. Tetrault's high standing in the shoe trade of Canada, and to the success attained not only in building up a large business in Canada, but in exporting shoes to Europe. Mr. Tetrault, it was pointed out, had not waited until after the war to go for export business, but had established a branch in Paris a considerable time ago. For that purpose he had paid several visits during the war to that city, where he had met or seen most of the celebrated military chiefs of France and England.

The health of the guest was proposed by Mr. J. A. Laporte, to which Mr. Tetrault replied, expressing his appreciation of being the guest of such a representative gathering.

During the evening Mayor Beaubien, of Outremont, and Mr. P. R. Du Tremblay, M.P., for Outremont-Laurier, with other members of the Outremont Bowling Club, joined the gathering.

While the majority of those present were French-Canadians, the speeches were in English, which was recognized by a vote of thanks, passed by the English-speaking members of the team.

Mr. Peter Doig was a capable master of ceremonies.

The sums collected by Mr. Tetrault's team were, for the Victory Loan, \$1,046,850, and a very substantial amount for the Red Cross.

Mr. Tetrault will leave early in the year for Europe and during his absence the business of the Tetrault Shoe Manufacturing Company will be in the hands of his son, Mr. A. Tetrault, who has lately been coming forward in the Canadian shoe industry.

Will Form Canadian Association

AS the outcome of a meeting of the Canadian shoe manufacturers, held in Montreal, in June, and the appointment of a composite committee of the different shoe organizations in Canada, definite steps have been taken to form a Canadian Boot and Shoe Manufacturers' Association. The objects of the organization are very wide, but the main idea is to foster the spirit of co-operation in dealing with many subjects of vital importance to the trade. Hitherto such questions have been considered by the provincial associations as there has been no central association representative of the entire trade which could deal promptly with any matters affecting the industry as a whole. Canada is on the eve of great commercial developments and the problems will have to be considered in a broad spirit. These problems will affect the shoe industry and should be reviewed by men of wide experience. Legislative questions are also bound to arise and those who are promoting the association feel that it is only by co-operation on these and also purely trade subjects, that effective action can be taken.

The principal objects of this Dominion-wide association may be thus summed up: To promote and foster the interests of those individuals, firms, partnerships and corporations engaged in the manufacture of boots and shoes in the Dominion of Canada; to reform abuses existing in the trade; to secure freedom from unjust

and unlawful exactions; to diffuse to its members accurate and reliable information; to procure uniformity in the customs and usages of the trade; and to promote intercourse among the members.

A meeting to further the organization of the association was held in Montreal, on November 22, under the presidency of Mr. A. Brandon, of the Brandon Shoe Company, Brantford, president of the Ontario Boot and Shoe Manufacturers' Association. The following were also present: Messrs. A. Marshall, secretary of the Ontario Association; J. E. Warrington, of the John Ritchie Company, Quebec, representing the Quebec Boot and Shoe Manufacturers' Association; J. D. Palmer, Hartt Boot and Shoe Company, Fredericton, representing the Maritime Provinces; Ralph Locke, of Dufresne and Locke, acting president of the Montreal Boot and Shoe Manufacturers' Association; R. E. Dildine, Ames-Holden-McCready, Montreal; W. F. Martin, Kingsbury Footwear Company, Montreal; A. Tetrault, Tetrault Shoe Mfg. Co., Montreal; G. A. Slater, Geo. A. Slater, Limited, Montreal, and W. P. Hughes, secretary of the Montreal branch of the Canadian Manufacturers' Association.

It was decided to form a Canadian Shoe Manufacturers' Association, embracing the Dominion, and a committee was appointed to draw up a constitution and by-laws to be submitted to a trade convention to be held in Montreal, on December 19. This meeting will be thoroughly representative and will be addressed by men who are well known in the trade and conversant with the problems which will have to be dealt with. Besides these it is hoped to secure the attendance of a member of the Cabinet and a prominent member of the National Boot and Shoe Manufacturers' Association of the United States. The following programme committee was appointed to make the necessary arrangements: Messrs. R. Locke, G. A. Slater, W. F. Martin, R. E. Dildine and W. P. Hughes.

Tetrault Takes Over Muir Plant

The Tetrault Shoe Manufacturing Co., Limited, Montreal, have acquired the factory of the James Muir Company, Inc., Maisonneuve, one of the largest and best laid out shoe plants in Canada. It was built only five years ago on a site which enables it to be lighted on all four sides. The plant is capable of a very considerable production, and the Tetrault Company announce their intention to keep it at full capacity by the introduction of further machinery and the Company's efficient methods of production. It will be known as No. 2 factory; the premises on De Montigny Street East will be known as No. 1 factory and will continue to be the headquarters of the company. The acquisition of the Muir plant was owing to the inadequacy of the DeMontigny Street factory to meet the large increase in trade.

Good Demand for Regals

Mr. C. S. Corson, manager of the Regal Shoe Company, Toronto, states that their new lines of women's goods have been meeting with good success. A particularly good seller is a Havana brown kid oxford, and in this connection Mr. Corson states that oxfords are going to be strong for spring and summer, and also that brown will be the favored color. In high boots a good seller is a semi-military walking boot. Royal purple calf is another favorite.

Ahrens Victory Loan Celebration

C. A. Ahrens & Company, shoe manufacturers, Kitchener, held an informal reception for their employees and friends in the Masonic Hall on November 28th, to celebrate the winning of an honor flag in the Victory Loan campaign. An orchestra composed of employees rendered music for dancing and military euvre was indulged in by those who did not care for the light fantastic. Later a splendid luncheon was served and the presentation of the flag made by Mr. M. F. Dunham. Mr. Ahrens, Jr., in accepting the flag, thanked the employees for their loyalty to the firm and to the cause. Mr. W. S. Fox, factory superintendent, proposed a vote of thanks to the firm for their hospitality, which was given with great enthusiasm. The party broke up in the wee sma' hours, after a very enjoyable evening, and as a means of fostering that spirit of co-operation so essential in modern factory progress it is proposed to make the affair an annual event.

Mr. James Muir Passes

Mr. James Muir, the founder of the James Muir Company, shoe manufacturers, Maisonneuve, died in the Royal Victoria Hospital, Montreal, on November 30, aged 78. Coming from Scotland in 1873 he at once became identified with the Canadian shoe industry, and was connected with it practically until his death. The factory was taken over just prior to his decease by the Tetrault Shoe Manufacturing Company. Mr. Muir was employed, in the earlier years, by the James Linton Company, The James Wilham Company, Montreal, and the John Ritchie Company of Quebec. About twenty years ago he started business on his own account in Quebec city, transferring it to the new factory in Maisonneuve five years ago. Of late years Mr. James Muir, Jr., one of his four sons, took over the main responsibility of the business.

Honor Flag for Greb Shoe Co.

The dispatch with which the officers and employees of the Greb Shoe Company, Kitchener, Ont., won their honor flag in the Victory Loan Campaign is worthy of special mention. A meeting of the foremen of the different departments and the heads of the company met at 1.30 and listened to arguments by Messrs. E. C. Greb, president; A. F. Klugman, secretary-treasurer; Charles F. Vetter, assistant manager, and F. Daub, superintendent. A canvass was immediately started and by 4.30 every employee and every officer and traveller—sixty-three in all—had subscribed to the Loan for ten times the amount given them as their objective.

Cementing the Soles

We noticed in a large Toronto shop the other day that all leather soles were cemented before being sewn. This, it was explained, prevents any tendency toward squeaking and also makes the sole more waterproof.

Our only criticism is that when good methods are used in shoe repairing, or any other business, the public is not told by suitable publicity. In this particular shop the window could be used to draw attention to details in repairing which would certainly increase the standing of the business.

Big Money in Findings—Some Suggestions For Selling

A PROMINENT retailer, who believes in handling and pushing findings, has given the following advice regarding their display and sale:—The first and most important thing is to have the goods to sell. Your stock of findings should be standardized to cover the most needs, which is equivalent to the most sales with the least investment. Every article should be of recognized value and treated as such.

Keep findings in sight, where they may be seen, and suggest themselves to everyone who enters your store. Place them on tables where they may be handled. There are any number of cases where the findings business is increased materially by this method. The department stores have a distinct advantage in this respect for the reason that they do not depend entirely on the people who come in for shoes as anyone passing the department may be attracted by the display.

Encourage Sales by Suggestion

Display findings in your window with cards calling attention to the uses of the different articles. Encourage your sales people to push findings, not by forcing a sale, but by suggestion; for instance, if when fitting a customer with shoes he complains of pain in his instep or a tired feeling in his feet, the salesman should suggest and show arch supports and explain their benefits, etc. If suffering from broken arches, he is sure to at least get relief and will always be grateful for the suggestion.

Sell Hosiery

Take hosiery as another example. When you buy novelties in shoes you should buy hosiery to match. Every time you sell a pair of shoes the suggestion should be made to the customer that hosiery was provided to harmonize and to purchase from you would eliminate the uncertainty of being able to match elsewhere. It works exactly the same as it does with rubbers. Most people would rather buy rubbers where they buy their shoes for the reason that they expect to get rubbers to fit that particular shoe.

Explain the Uses

Suggest shoe trees, and explain how they hold the shoe in shape, make them wear longer and look better.

When a customer complains of corns or bunions, show your bunion protectors and your corn cures, and explain their merits.

Tell your customer of the particular dressing she should use for the shoe she has just purchased, etc.

Additional Recompense for Selling Findings

Some merchants offer a prize to the man who sells the most findings, some allow a commission to stimulate enthusiasm, while others do not agree that either method is good, arguing that it is likely to cause the salesman to force purchases on a customer. It is, nevertheless, true that some very large concerns use these methods successfully. I know of one concern that operates a chain of stores, who did a business in findings of over \$400,000 in 1917, and who allows salespeople a commission of from 4 to 5 per cent. The company claims that as the commission is so

small it never causes the salesman to use pressure in making the sale.

We are all in business to make money. We all know that the cost of doing business is constantly increasing. We can beat this rising cost only by reaching out for more sales at no additional selling expense. I know of nothing which will result as satisfactorily as selling findings. If the concern to which I have referred can make a gross profit of 40 per cent., which in my opinion is as small a percentage as findings should be figured, they realized the sum of \$160,000, which has gone far toward paying the increased expenses of operating its stores. Big money may be made on findings, and it is up to the retail shoe dealers to make the most of their opportunity to meet the rising cost of doing business. The retailer who does not believe in the profits accrued from the sale of findings is losing good money voluntarily.

The Care of Work Shoes

A RETAILER remarked the other day that it was surprising to see the number of work shoes worn by laboring men who never took the time or trouble to give them a coat of dressing. New soles or heels might be put on, but never a polish. Consequently the uppers rotted before they had given full service. It was this retailer's opinion that as an aid to better merchandising and more footwear satisfaction, retailers should show their customers how to care for their work shoes and sell dressings suitable for them. It should go a little way toward raising the standard of workmen and work shoes. Get men going to work with clean shoes, just the same as men go to their offices and stores. It would be of benefit to the entire shoe trade.

Better Goods—Better Merchandizing

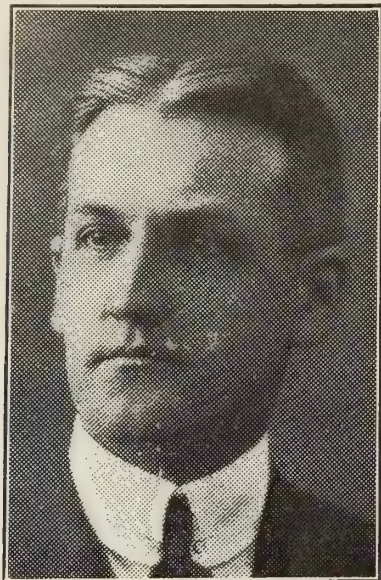
"The secret of avoiding complaints," writes Mr. J. Robinson, of 1005 Laurier Avenue West, Outremont, "is to keep reliable goods. When I commenced business three years and a half ago I stocked a few lines of the cheaper grades, with the result that I received many complaints. These, with other circumstances, influenced me in the direction of selling higher priced goods, with a corresponding diminution in the number of complaints, and now I receive very few kicks. One great advantage of selling high-grade shoes is that the manufacturer is quite willing to make good any defects, and this in its turn maintains the reputation of the retailer. I always make a practice of giving customers the benefit of any doubt when complaints are made—and this has proved to be the right policy. The most serious subject of complaint relates to high prices, although one does not hear so much of this as heretofore. But even at the present high range of prices, it is economy to purchase good footwear."

Women Buying Plainer Styles

According to a Montreal retailer who has an extensive business in the highest grades of American and Canadian shoes, the tendency in women's goods is towards conservative styles. He finds that customers who purchase the finest shoes are buying more and more plain shoes, and that goods with a combination of colors are losing favor.

Mr. William H. Miner

IN this issue we are able to reproduce the latest photograph of Mr. William Harlow Miner, vice-president and general manager of the Miner Rubber Co., Limited, 72 St. Peter Street, Montreal. Mr. Miner is also president of the Miner Shoe Company, Limited; vice-president of the Granby Elastic



Mr. W. H. Miner

Web Co., Limited; director of Congdon Marsh, Limited, Winnipeg, and a director of the Southern Canada Power Company. He was born in Granby, Que., and commenced with the Granby Rubber Company in 1898. He was manager of that company at the time of leaving to take charge of building, etc., in connec-

tion with establishing the present company, of which he became vice-president.

Luncheon for Montreal Shoemen

THE proposal has been made for a weekly or semi-monthly luncheon of the Montreal shoe, shoe findings, leather, rubber and associated industries. This would be apart from any purely trade organization and would be on the lines of luncheons now being carried out by other industries in Montreal and Toronto. The main objects are to secure a common meeting ground for those interested in the above trades; to provide a medium for social intercourse; to secure speakers for short talks on live questions or even on trade subjects, and to discuss in an informal way matters of interest to those attending. To put it very briefly, the great idea is to foster the get together spirit which is being more and more recognized as of value to every industry.

Such an organization could be carried on by an executive committee representative of each section of the allied trades and would not involve either great cost or trouble. The success of similar luncheons is a guarantee of the feasibility of the proposal.

Fit Veterans with Wide Shoes

The Department of Soldiers' Civil Re-Establishment has called attention to the fact that the practice of fitting fashionably pointed shoes to returned soldiers—particularly those with leg amputation—is very harmful. In any case the change from the regular army shoe to the pointed last will cause discomfort, but in amputation cases the remaining leg carries an additional burden so great that it is often necessary to prepare special orthopedic boots for the foot. The strain is so much greater than usual that the narrow last is impracticable.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

M. L. Diamond, shoe retailer, Ottawa, Ont., has opened a branch in Hull, Que.

J. D. Campbell, who is the Maritime representative of the Kingsbury Footwear Company, of Montreal, has been showing some particularly attractive Spring samples to the trade the past few weeks and is having a very successful trip.

The shoe business of F. M. Brereton, Danforth Avenue, Toronto, has been purchased by Bert Sproul, who conducts a shoe store on Bloor Street West.

Harry Noonan, formerly with the James Muir Company, Montreal, has taken a position with the Perth Shoe Company, Perth, Ont., and will have charge of one of their departments.

Word has been received from Harry H. Rannard, of Winnipeg, who has been with the Royal Air Force, at Jesse Ketchum Camp, also at Long Branch Camp, the Armament School, at Hamilton, and is now stationed at Mohawk Camp, Deseronto. He has been very successful in his work since he joined up last April, during one of his recent flights he attained an altitude of 5,500 feet, without difficulty.

English firms hitherto engaged in the production of munitions are now reorganizing with a view to manufacturing industrial goods and machinery. One concern which has been turning out shells will now manufacture shoe machinery.

Honor flags in connection with the Victory Loan were

awarded Beardmore & Company, of Toronto and Acton, and the Kaufman Rubber Company, of Kitchener.

Howard Knight, of the firm of Caldwell, Knight and Bradley, Petrolia, Ont., died recently.

All three of the Rannard shoe stores, in Winnipeg, received 100 per cent. honors in the Victory Loan Campaign. Several large subscriptions were recorded, including one from C. F. Rannard for \$15,000.

Tilsonburg Shoe Company, Tilsonburg, Ont., subscribed over three times their allotment in the Victory Loan.

H. Johnson, shoe retailer, College Street, Toronto, is back on the job after an attack of the "flu."

George N. Dunning, who conducted a shoe repair shop at Aylmer, Ont., has sold out to A. Botterill.

Harry Pollock, a retailer of clothing and shoes, at Fort William, Ont., is dead.

The assets of Mederic Gagnon, shoe retailer, Richmond, Que., have been sold by auction.

Andrew Pope, formerly with Liggetts' Drug Store, Winnipeg, has joined the staff at Rannard No. 2 store. C. N. Hamilton, who has had a great deal of experience in different Winnipeg stores, being lately with the T. Eaton Co., has joined the staff at No. 1 store, 536 Main Street, as has also Gerald McDougall. Leslie Fitch, who was employed in the

A Merry Christmas

from

THE A. G. MOONEY COMPANY

Dealers in Threads, Laces, Brushes, etc.

During the war period there have been many difficulties for shoe manufacturers. Our own lines were often times hard to secure and we thank our patrons for much patience.

*May 1919 Be Full of Good Things for Canadians and
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Of Unquestionable Value TO THE JOBBER

are our Lines of up to-date Footwear. They are manufactured with a thorough knowledge of the demand of the retailer and of existing present day conditions. See our Shoes for Boys, Youths and Men; also our Women's McKays.

*We Wish All Our Friends
a Very Happy New Year.*

LAGACE & LEPINAY

**22 ST. ANSELME ST.
QUEBEC**



No. 46



No. 50

men's dept., of the latter store, since last February, recently left for Toronto, where he is taking a course with the Royal Air Force.

Messrs. R. Macauley and F. Meinzer, of the Miner Rubber Company, Montreal, are on a visit to the West.

The Eagle Shoe Company, Montréal, are now constructing an addition to their factory. It is a solid brick building of three storeys and basement, on a site 110 by 45 feet. When completed it will be used for the manufacture of shoes, the existing building being converted into a stock room and warehouse. The capacity will be 1,000 pairs a day, this being considerably higher than the present output. It is expected that the building will be ready about February 1.

The Rannard Shoe Stores, in Winnipeg, have found it necessary to take on extra help so as to enlarge their staffs, owing to their increasing business, and at the same time to fill one or two vacancies caused by employees having joined the Royal Air Force. J. A. Wettlaufer, formerly with Ashplants, of London, Ont., is now at No. 2 store, and will have full charge of the window dressing of the new store when same is completed. Mr. Wettlaufer has had several years' experience as a window dresser, and the 102 foot display windows will give him unlimited opportunities to show his ability in this direction.

An honor flag was awarded the Hurlbut Shoe Company, of Preston, in the Victory Loan Campaign. Every one of their 140 employees secured a bond, the total amount subscribed being over 20 per cent. of the annual payroll.

The retail shoe business owned and conducted by the William Taylor Company, on Barrington Street, Halifax, has been purchased by Wiezel Brothers, who are well-known for their Cash Shoe Store, on Union Street, St. John, N. B. This enterprising firm started in St. John ten years ago and have built up a tidy little business entirely on a cash basis—there are no charge accounts. It will be remembered that at the beginning of the war this firm was the first in St. John to place the entire profits of a week's business in the hands of a local patriotic society. In referring to the new enterprise one of the St. John newspapers says: "Halifax will find Messrs. Wiezel to be good, bright and reputable business men."

The Eastern Shoe Manufacturing Company, carrying on business at 152 Frontenac Street, Montreal, has been incorporated with a capital of \$49,000. The incorporators are Messrs. J. A. Lepage, Pierre Blouin, Louis Mallett, J. A. Dube and D. Simon.

Walter Brown, business manager for the Boot and Shoe Workers' Union, Toronto, will be a candidate for alderman in Ward 8.

John C. Lemoine, of North Sydney, N. S., died of influenza

recently. He had very recently opened a new boot and shoe store on Commercial Street.

A shoe store in Brandon has been conducting a guessing contest every Saturday evening. A ton of soft coal is the prize to the person guessing nearest to the correct number of coins in a jar. A purchase had to be made, of course, before a person was entitled to a guess.

The Belleville Rubber Company, Limited, have been granted letters patent. The capital stock is \$1,000,000 and the chief place of business is to be Belleville, Ont.

The Old Country Store, Nanaimo, B. C., has dissolved, Mr. J. C. Dakin, who was a partner in the business, continuing under his own name. Mr. Dakin intends paying special attention to the footwear side of the business with which he has had a great deal of experience. As a matter of fact he is the fourth generation representative of a shoe and leather family from the North Midland county of Derbyshire, England.

The Electrical Progressive Boot, Shoe and Rubber Repairing Company, Montreal, have registered. Giovanni Lisi is the proprietor.

Application has been made to change the name of the Society Shoe Store, Winnipeg, to Buckler & Son, Limited.

The business of the Imperial Shoe Co., Limited, Edmonton, Alta., is reported being discontinued.

Thomas Ryan, of the wholesale firm of Thomas Ryan & Company, Winnipeg, is on a month's trip to Eastern Canada.

Horace R. Emery, for the past ten years secretary-treasurer for the Blachford-Davies Company, died of influenza recently. He was born in England, 31 years ago and came to Toronto in 1908.

SHOE SALESMAN WANTED

Experienced Retail Shoe Salesman Wanted. Must be able to furnish references. Good position open to competent man. Apply to The J. P. Cook Company, Limited, London, Ont. 12

WANTED—Selling Agent for British Columbia

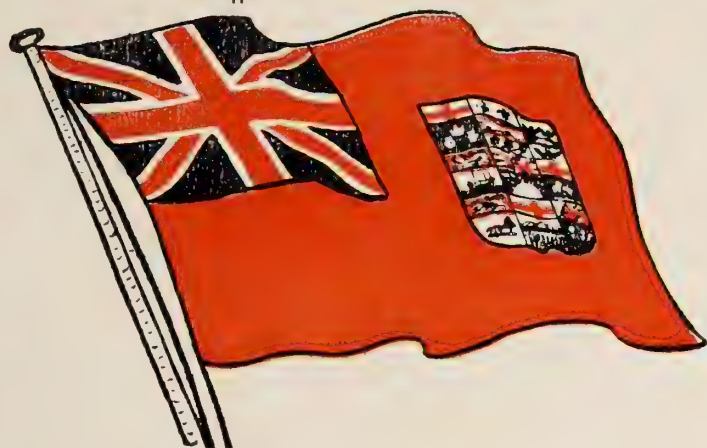
An Eastern manufacturing concern of McKay shoes wants a selling agent in British Columbia Province. Residence in Vancouver necessary. Apply Box 811, Footwear in Canada, Toronto, Ont. 11

WANTED—Lines for Western Provinces

Wanted for Saskatchewan and Alberta lines on commission basis, by two travellers with good connection. Best of references. Apply Box 820, Footwear in Canada, Toronto, Ont. 12

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UNIQUE TRADE
MARK OF THE
COBOURG FELT
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ONT. THE "K"
IN KIMMEL HAS
FOR MANY
YEARS BEEN
SYNONYMOUS
WITH QUALITY
IN THE FELT
SHOE BUSINESS





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After over four years of ceaseless conflict, death and destruction, our flag from its crusade of right against might emerges victorious. Christmas, 1918, brings us peace indeed.

And the year 1919, about to dawn.—It holds a high purpose for us all. It has its problems no less than each of the four preceding years of war.

Reconstruction is our new task,—the revival of industry to a healthy prosperity. As our soldiers proved worthy of their trust—gloriously worthy—let us prove equal to ours.

1919 will doubtless bring its problems to those engaged in the Shoe and Leather industry, but at the same time it will yield its opportunities.

That those opportunities presented to you may realize for you bountiful success is the sincere wish of

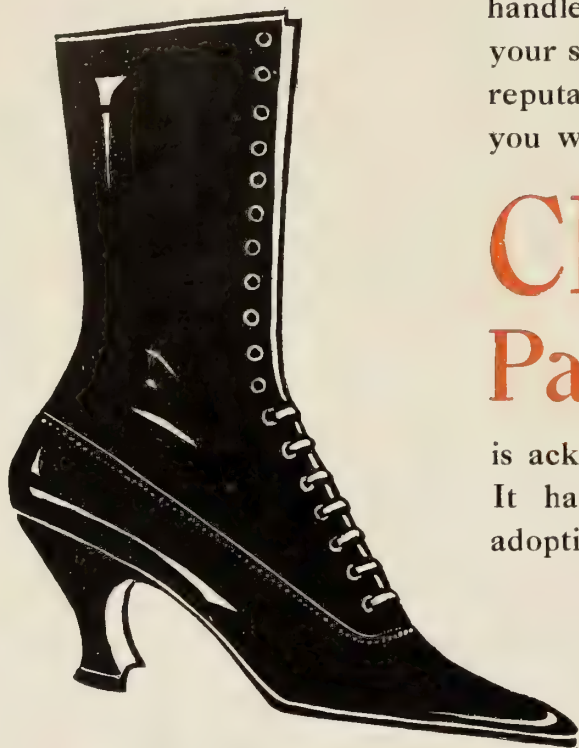
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and Co.,
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Your Prosperity in 1919

depends on the merchandise you will handle. By keeping quality foremost in your selections and by making sure that reputation is back of the goods you stock, you will be heading for prosperity.



CLARKE'S Patent Leather

is acknowledged to be the finest made. It has a world wide reputation and adoption.

No other make of Patent Leather retains its lustre like CLARKE'S, and no other make will yield the wear without cracking.



With this material in the footwear you offer, you can be assured of gaining the most profitable custom.

If it's a patent it should be CLARKE'S.

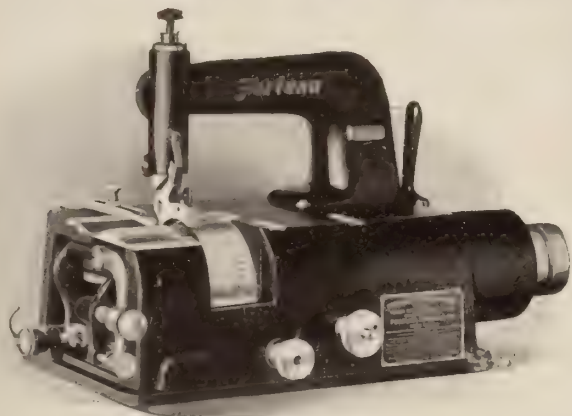
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with a product in which are embodied the prin-
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You know you have the best that
is produced, and are therefore
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Greetings
and best wishes to
the trade for a
Merry Christ-
mas and a
Prosperous
New Year

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We carry a full supply of Leather and Shoe Store Supplies.

We are exclusive agents for the Progressive Shoe Machinery Co. See us also for Landis Stitchers and Accesories.

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Largest Manufacturers in Canada

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Men's B-D, Sizes 6/11	...	\$3.25
Boys' C-E, Sizes 2½/5	...	2.85
Youths, C-E, Sizes 11½/2	...	2.50

BOSTON OFFICE—110 Summer St.

L.B. EVANS' SON CO. WAKEFIELD, MASS.

The New "EASTERN" Shoe Lines

offer big possibilities to Jobbers desirous of handling a first-class product at popular prices.

We will be pleased to show you a very complete assortment of shoes for Misses, Children and Infants for Spring and Summer, upon receipt of a post card from you.

See us when in Montreal

Write us now.

**The Eastern Shoe
Manufacturing Company, Limited**

152 Frontenac Street

Phone—La Salle 2561

MONTREAL

SCRAP LEATHER WANTED

Soft or Upper Leather Cuttings
Hard or Sole Leather Cuttings
New Felt Clippings -- Wool Waste

Best market prices F.O.B. your town.

E. PULLAN

20 Maud Street - TORONTO

We Can Save Money for You on Your
Shipping & Packing

H & D Solid Fibre Board Boxes

- 1.—They protect your shipment against loss from dampness and water.
- 2.—They are extremely light, which means low freight charges.
- 3.—They cannot be opened without breaking the seal.
- 4.—They save time in packing.
- 5.—They save storage space.
- 6.—They have strong advertising value.
- 7.—They can be made to your specifications.
- 8.—Their first cost is lower than wood.

Our booklet "How to Pack It" explains all—write for it.



The Hinde & Dauch Paper Co.

of Canada Limited

TORONTO

ONTARIO

TORONTO HEEL CO.

Manufacturers of

**All styles of Heels in Leather
and Composition**

We are also Makers of the
Haverhill

Write for Samples and Prices. These will interest you

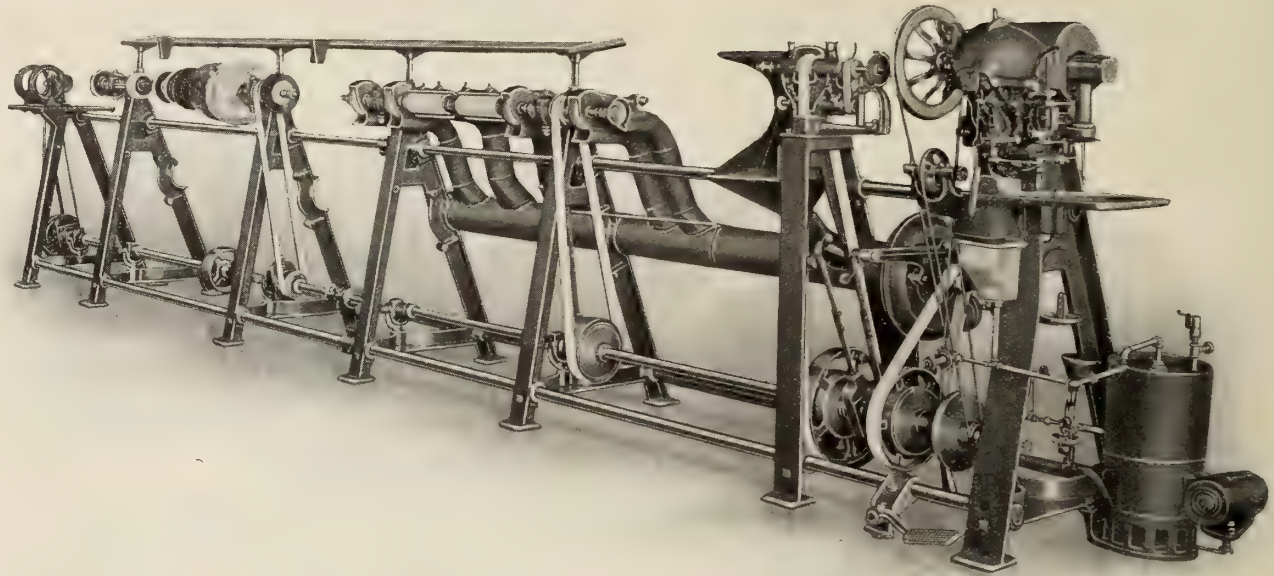
The Toronto Heel Company

13 Jarvis St., Toronto

== SUCCESS ==

is

Materially Assisted by



Goodyear Shoe Repairing Outfits.

'MADE IN CANADA'

CORRECT EQUIPMENT

Goodyear Outfits
are the Usual Choice of Successful
Shoe Repairing Shops

United Shoe Machinery Company of Canada, Limited
Montreal, Que.

90 Adelaide Street West,
Toronto, Ont.

179 King Street West,
Kitchener, Ont.

28 Demers Street,
Quebec, Que.

SOLE LEATHER

of
Standard Quality
and
Highest Cutting Value

HEMLOCK — OAK — UNION



COMING WITH THE DAWN OF
PEACE AND THE TRIUMPH OF A
RIGHTEOUS CAUSE MAY THIS
CHRISTMAS BRING YOU EVERY HAPPI-
NESS AND THE NEW YEAR AN
ABUNDANCE OF PROSPERITY

The Breithaupt Leather Co., Ltd.

Tanneries: Kitchener, Penetang, Hastings, Woodstock, Ont.

REPRESENTED in Montreal by R. M. Fraser and John McEntyre

In Quebec by Lucien Borne

In Toronto by Ed. Lewis, 45 Front Street, East

Head Office

Kitchener, Ontario

The John Wanamaker Store, Philadelphia



The John Wanamaker Store, Philadelphia. One of the largest, one of the busiest, one of the most perfectly conducted department stores in the world



The Grand Court in the John Wanamaker Store, Philadelphia. Thousands of merchants visit this arcade every year to see how business is being handled.

John Wanamaker buys 100 more National Cash Registers to meet the present-day shortage of help.

Mr. Wanamaker says:

"A large number of people have been taken out of the big stores. The men have enlisted. The women have gone into Red Cross work and nursing.

"We are able to fill some of their places with improved cash registers. This frees many persons for war work."

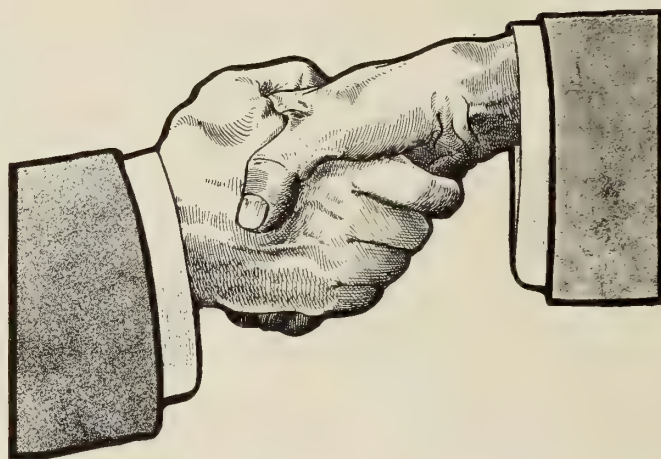
Mr. Wanamaker's statement that cash registers save labor, is based upon critical investigation and upon experience with N.C.R. Equipment extending over many years.

His recognition of the labor-saving qualities of modern National Cash Registers is plainly shown by a contract he has just placed for nearly \$100,000.00 worth of machines. This order calls for 100 of our latest model

clerk-wrap registers. It is the largest single order ever placed with us for one store.

The high character of Mr. Wanamaker's stores, the careful tests made by his executives, and the size of his orders, combine to make his personal endorsement extremely important to other merchants struggling with the present-day shortage of help.

A Merry Christmas To You



YAMASKA



will help you with your prosperity for 1919. Always in the front line of sellers, it will bring you the best custom from the men of your district. It is an all-leather product and has won renown as a thoroughly serviceable shoe.

Sell YAMASKA this next year

La Compagnie

J. A. & M. COTE

ST. HYACINTHE - - QUE.



*We wish the trade a
Very Merry
Christmas
and a
Happy New Year*

THE HURLBUT CO., Ltd.
PRESTON, CANADA
Makers of Shoes of Exceptional Merit

**The Best and Most Durable
Shoe Laces Are Made**

With Our

**Power Shoe Lace
Tipping Machines**

**Textile and Special Machinery
Harris-Corliss Steam Engines**

Send for Catalogue

The Franklin Machine Company
Engineers Founders Machinists
189 Charles Street, Providence, R.I.

*To Our
Many Friends
In The Trade*



*IN coming to the end of 1918
we desire to express our
appreciation for your business
in the past year, and to wish you
the Compliments of the Season,
hoping that 1919 will have
much Prosperity and Happiness
for you and yours.*

Duchaine & Perkins
QUEBEC

Montreal Sample Room
E. T. Bank Bldg., St. James St.

The United States Hotel, Beach, Kingston and Lincoln Streets BOSTON, MASS., U. S. A.

Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

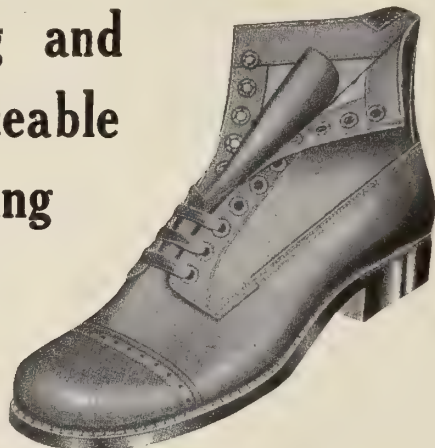
TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

JOBBERS

See our samples of these reliable lines.
We make in either screw or pegged, a full line of

**Strong and
Serviceable
Working
Shoes
for
Men**



J. E. SAMSON ENR.
QUEBEC

Middle and Western Canada Demands the Best in Footwear

To successfully introduce your lines and maintain a satisfactory business you must interest the

General Merchants in the Prairie Provinces and British Columbia.

The General Merchants are Departmental Stores—in miniature—found in every hamlet, village, town, and city in the Great Western Provinces of Canada. Every General Merchant sells boots and shoes—there are no exceptions. No exclusive shoe paper can interest this trade, because the General Merchant is not an exclusive shoe dealer.

ESTABLISHED 1883
THE COMMERCIAL
THE WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued twice a month at WINNIPEG, Canada.

Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean.

Get a sample and advertising rates, of "That Western Paper that brings results."—"THE COMMERCIAL."

Branches at

Vancouver, Toronto, Montreal, Chicago, New York, London, Eng.

SURFACE KID WILL NOT SCUFF

Surface Kid is a decided improvement on real kid because it wears better—will not scuff and is much less expensive.

The beautiful grain shows to advantage in dressy shoes, while the soft pliable texture equals chamois. Send at once for samples of Surface Kid in Black and Colors.

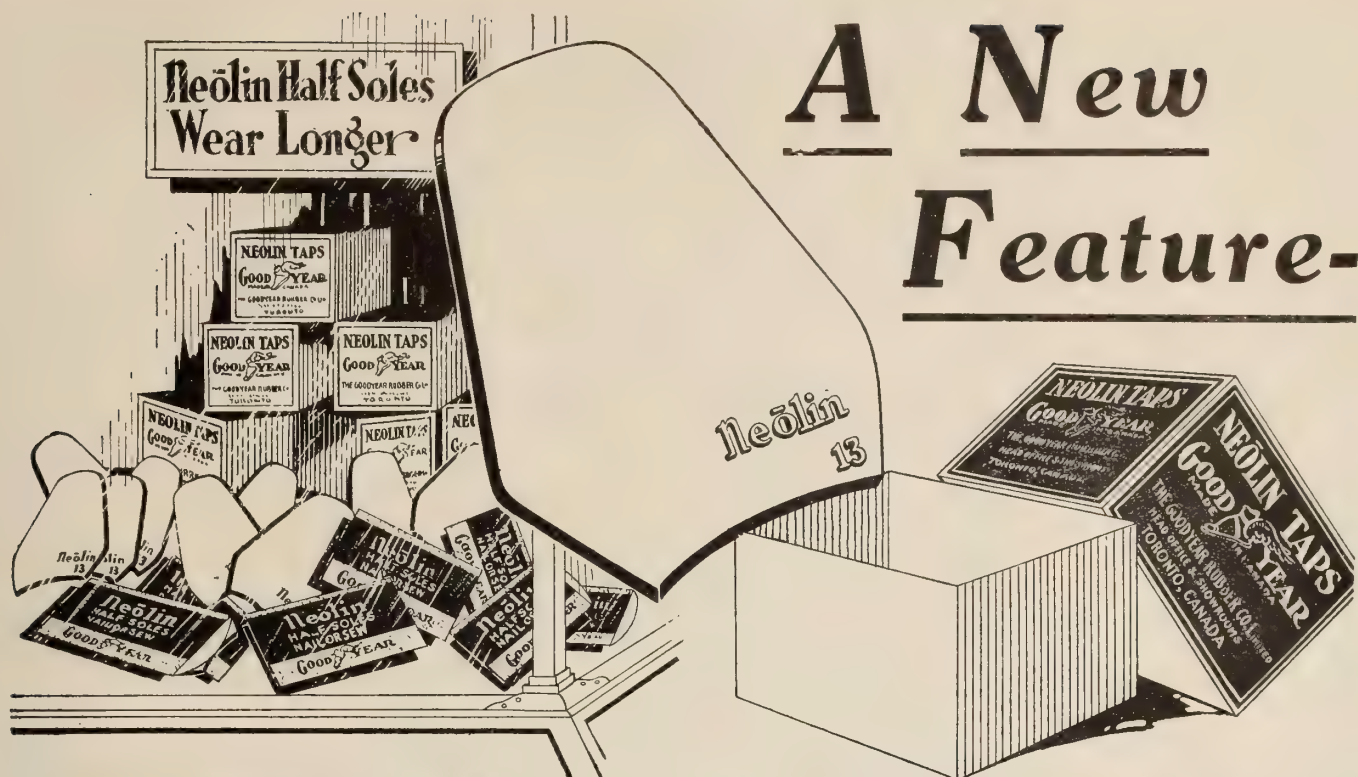
Butts in Gun Metal—Dull—Glazed

Head Office
491 St. Valier St., Quebec

LUCIEN BORNE

Montreal Office—225 Lemoine St.





YOU may have heard of some shoe manufacturers helping you to sell their shoes through advertising. Have you ever heard of anyone advertising to help you sell more shoe-repairing jobs?

That's what we are doing for you right now. We're using big space in the newspapers and farm papers telling folks of the economy of shoe-repairing. We are announcing a new feature—Neolin Half-Soles.

Get the significance of that! Neolin can now be supplied to you in half-soles. You can make an **extra** profit selling Neolin's many advantages to scores of your customers.

You know the wonderful popularity of Neolin. You know how powerful and successful has been the advertising effort behind it.

You know that many shoe manufacturers (over 400 of them) are putting Neolin Soles on a substantial part of their output.

To-day the gospel of thrift has been spread all over the country. Shoe prices are high. Thousands of folks will want re-soling jobs done.

Neolin Half-Soles thus come in time to fill an important need.

Some of the folks who want shoes re-soled may not be willing to pay the price of a Neolin full-soled job. You can still sell them all Neolin's merits—long wear, comfort, waterproofness—through Neolin Half-Soles.

Now, while the widespread advertising is pulling strong is the time to make a drive on this business. It will give a new stimulus to your trade.

For Neolin Half-Soles are easily applied—they can be nailed or sewn. They make a good job—the kind that holds trade and builds trade.

We're backing you to the limit. Get several dozen pairs of Neolin half soles from your findings jobber now.

**The Goodyear Tire and Rubber Co.
of Canada, Limited, TORONTO**

Neolin Half Soles



(Registered Trademark)

**"THE SOLE OF
PERFECTION"**

**Walk With
Comfort**

People may walk less to-day than in the old days.

But they walk under conditions not so beneficial to the feet.

There's a jolt in the asphalt sidewalk that only "Acme" Soles will remove.

There's a slipperiness to polished hardwood floors that only "Acme" Soles will provide against.

And poor grades of leather, getting into shoes as a result of the war, have more than ever brought about the need for "Acme" Soles.

Wear "Acme" Soles and "Acme" Whole Heels, or "Acme" Soles and "Peerless" Half Heels. Either combination means

LONGEST WEAR

SUREST STRIDE

MOST COMFORT

COLORS: BLACK, WHITE, TAN

Dunlop Tire & Rubber Goods Co., Limited

Head Office and Factories: Toronto

Branches: Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London,
Hamilton, Toronto, Ottawa, Montreal, St. John, Halifax.

Other Dunlop Products are: High-Grade Tires for Automobiles, Motor Trucks, Bicycles, Motorcycles, and Carriages; High-Grade Rubber Belting, Packing, Fire Hose and General Hose, Dredge Sleeves, Military Equipment, Mats, Tiling, Golf Balls, Rubber Boots, Horse Shoe Pads, Agricultural, Plumbers' and Railroad Supplies, and General Rubber Specialties.



A Merry Christmas to all our Friends



We will enter 1919 confident that our product still maintains the good reputation which has always been an indication of its worth.

The makers of Duclos & Payan Counters
wish you and yours a Happy New Year.

WRITE OUR REPRESENTATIVES :

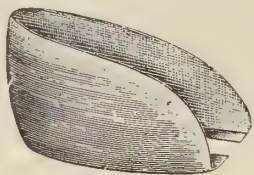
For Ontario—E. R. Lewis, 45 Front St. East, TORONTO
For Quebec City—Richard Frere, St. Valier St., QUEBEC

Duclos & Payan

Established 1873

Tannery and Factory
ST. HYACINTHE

Sales Office and Warehouse
MONTREAL



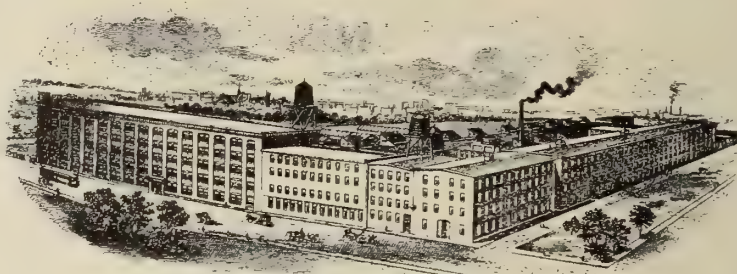
COUNTERS BOX TOES and INNER SOLES

Our union and all leather inner soles are what you need in your shoes as they are cheap and of a good quality. Ask for samples.

LAMONTAGNE, RACINE & CO.
115 ARAGO ST.
QUEBEC

KELLEY KID

*LEADS THEM ALL
in Uniformity,
Fine Texture, Wearing Qualities and Finish*



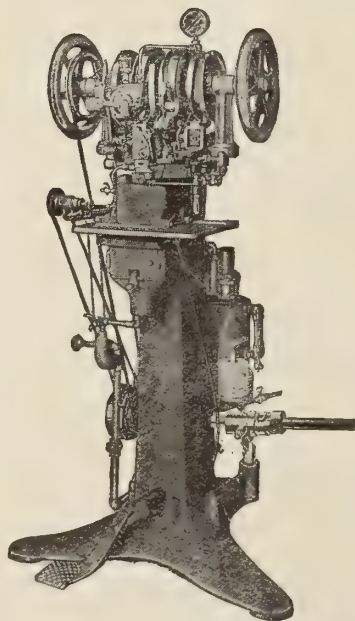
In our West Lynn Factory during 310 working days, the average daily output has been 800 dozen finished skins, or an equivalent of 9,600 skins per day. This represents 60,000 feet of leather turned out each day, or 18,600,000 square feet of leather in one year. This amount provides over 6,200,000 people once a year with one pair of shoes—a large army!

Sold in All Foreign Countries

Thomas A. Kelley & Co.
Tannery and Main Office, LYNN, MASS.

Selling Agents:
ROUSMANIERE, WILLIAMS & CO.
87-93 Lincoln St., BOSTON, MASS.

Landis Outfits are Money-Makers

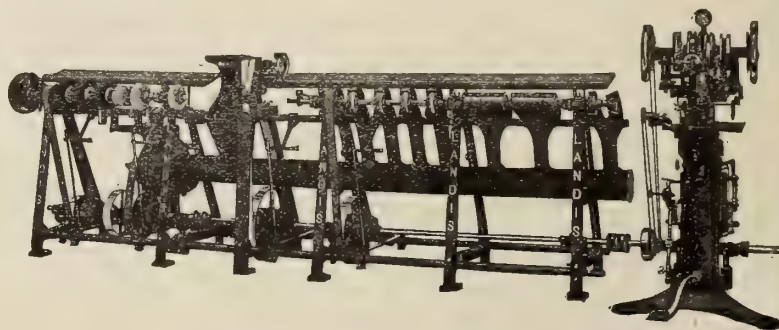


Landis No. 12 Shoe Stitcher.
Sold outright—No royalty.

Equalize the increased cost of material by installing machinery to do your shoe repair work.

Landis Stitchers and Finishers are unequalled in quality, the prices are reasonable and the terms are easy.

We have many models of stitchers and finishers. Write for complete catalogue with prices and terms.



Landis No. 12-25 Outfit. Landis No. 12 Shoe Stitcher coupled to
Landis Model 25 Finisher.

Landis Machine Co., 1515 N. 25th St., St. Louis, U.S.A.



The Home Shoe

Our offerings show very attractive features for retail trade during the coming season. We have kept in mind the demands of the customer for shoes representing the full value for the price.

Be sure to see our traveller.

Home Shoe Company, Ltd.
327 Amherst Street, - MONTREAL

BRODIE'S Patent Paste

This famous product covers a wide range of usefulness being used with equal success and efficiency by manufacturers of the finest grade shoes and makers of heavy work shoes.

Supplied in quantities to meet your needs.

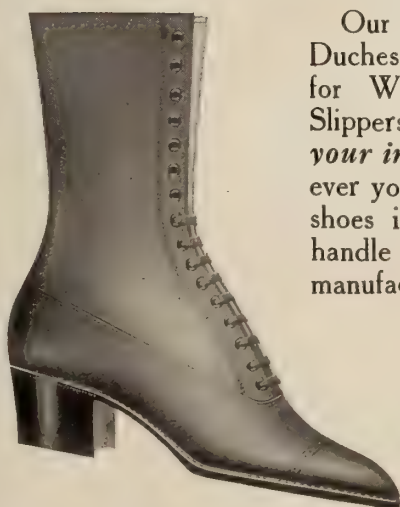
Let us send you sample and price.

Brodie & Harvie
Limited
14 Bleury St. MONTREAL

**JOBBER'S
ONLY**

Very Attractive

Our showing of "La Duchesse" McKay Shoes for Women, and Turn Slippers for Men. *For your inspection.* Whenever you want high grade shoes it will pay you to handle "La Duchesse" manufacture.



"La Duchesse" Shoe Co.
Registered
MONTREAL

PERFECTION



COUNTERS

add to the shoe that good appearance and stability which characterizes all first class footwear. They are made from highest grade compressed fibre and always keep their shape. GUARANTEED.

Our Felt Box Toes are Now Ready.

Perfection Counter Limited
699 Letourneux Ave. Cor. Ernest St
Maisonneuve, Montreal

Christmas
1918

New Year
1919

*To Our Many
Friends*

MAY this Christmas bring you in full measure its traditional joys attended with the blessings of victory and peace. May 1919 pave for you a new stepping stone in the ascent of progress and prosperity.

The Independent Rubber Co., Limited

MERRITTON, ONTARIO

Look Over Your Stock of Rubbers

and see what you need for sorting orders.

Don't let your stock get depleted, while the Independent lines are available to fill all the requirements of your trade.

Keep in mind the excellent value offered in these rubbers, "Royal," "Kant-Krack," "Dainty Mode," "Dreadnaught" and "Veribest," and realize on the amount of custom they will secure.



Any of the following wholesalers can supply you :

Amherst Boot & Shoe Co., Ltd.,
Amherst Boot & Shoe Co., Ltd.,
E. A. Dagg & Company,
A. W. Ault & Company, Limited,
White Shoe Company,
McLaren & Dallas,
The London Shoe Company, Limited,
Kilgour, Rimer Company, Limited,
The J. Leckie Company, Limited,
James Robinson,
Brown Rochette, Limited,
T. Long & Brother,
Dowers, Limited,

Amherst, N.S.
Halifax, N.S.
Calgary, Alta.
Ottawa, Ont.
Toronto, Ont.
Toronto, Ont.
London, Ont.
Winnipeg, Man.
Vancouver, B.C.
Montreal, Que.
Quebec, Que.
Collingwood, Ont.
Edmonton, Alta.

The Independent Rubber Co., Limited

MERRITTON, ONTARIO



Nufashond
TRADE-MARK REG.
Fabric Tip

Shoe Laces
The quality shoe laces for every requirement. At all jobbers. Always specify "Nufashond." Samples upon request.

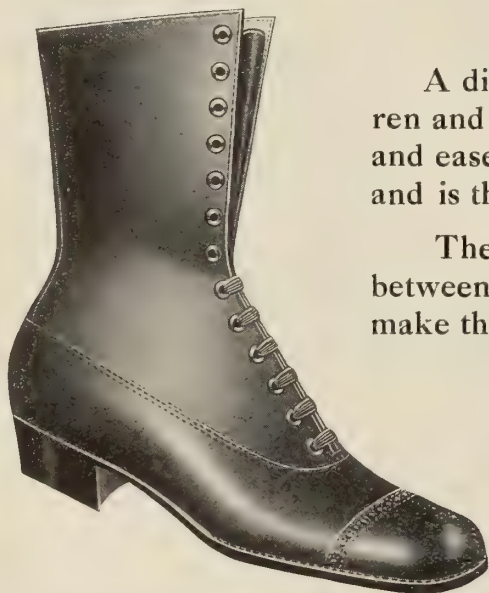
THE NARROW FABRIC CO.,
Reading, Pa.

NUFASHOND
FABRIC TIP



FRED W. MEARS HEEL CO.
DESIGNERS AND MAKERS OF
WOOD HEELS
TELEPHONE 1431
HAVERHILL, MASSACHUSETTS

Have You Heard About This? The Pillow Welt



A distinctive feature in our footwear for Misses, Girls, Children and Infants. It is designed with special regard to comfort and ease for growing feet. The Welt is sewn right into the shoe and is the Genuine Goodyear.

The soft cushion insole, and the waterproof cork filling between the inner and outer soles are two features that help to make these shoes the most popular on the market.

GLOBE SHOE LIMITED

Factory TERREBONNE, QUE.

Selling Agents

L. H. PACKARD & CO., LIMITED
MONTREAL, P.Q.



Our Standard Screw Shoes

WILL STAND PLENTY OF HARD WEAR
Made on foot-fitting lasts that will give comfort to the wearer and are durable.

The Range Includes
Men's, Boys', Youths', Little Gents' and Children's Box Kip
Your Jobber will quote you prices, or write us direct

St. Hyacinthe Soft Sole Shoe Co. Limited
St. Hyacinthe, Quebec



SHOE-STAMP-SPECIALIST
• **W.D. ARMSTRONG** •
ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST MONTREAL. PHONE 675
QUE. MAIN
MY STAMPS ARE "UP TO DATE" IN DESIGN
& ADD AN ARTISTIC FINISH TO YOUR SHOES
• WHICH WILL INCREASE YOUR SALES •
ORIGINAL DESIGNS SUBMITTED

A Shoe Merchant

With a

Champion Shoe Repair

Department, said



Every customer for a new pair is a prospect for the repair department.

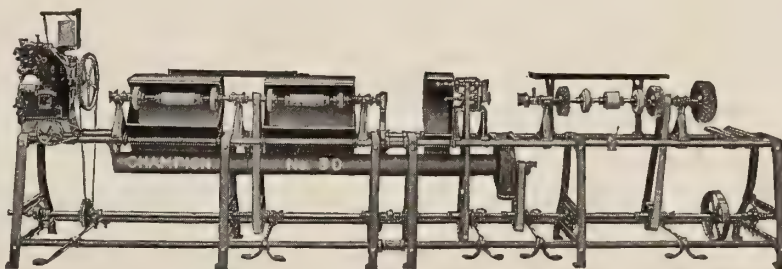
the selling of shoes a clear sinking fund for that rainy day we all talk about. All live shoe dealers would become wealthy if they had no expenses. The installation of a shoe repair department will result in taking care of expenses of a first-class shoe store, and may still leave a margin of profit in the Repair Department.

By installing the shoe repair department behind a glass partition, customers can look right into the repair shop and see how the work is done. I would put the Stitcher right up near the glass partition, where it would attract as much attention as possible. The cost of a complete repair outfit is very small. The necessary stock and accessories to start this department do not call for any large expenditure of money. Any live merchant could start right in making such a department pay. An ordinary shoe repair department will easily pay the running expenses of the entire store, including light, heat, rent, clerk hire, advertising, insurance, etc. This would leave the profit obtained from

**Champion
Machines are
sold outright
(no royalty)
for cash or
on monthly
payments.**



Universal Model Curved Needle and Awl Shoe Stitcher—heated by gas, gasoline, or electricity.



Champion New Model, No. F-50, Repair Outfit, equipped with Standard Straight Needle and Awl Shoe Stitcher, with motor extension.

**Over 20,000 Champion Machines of various types
in use—That means MERIT and QUALITY.**

The Champion Line consists of:

- Seven different types of Shoe, Harness and Auto Tire Stitchers.
- Forty different models of Repair Outfits, consisting of Stitchers and Finishers.
- Two distinct types of Nailing Machines.
- Many different Models of Finishers.
- A complete line of Double Tread Tire Machines.
- Many labor and material saving auxiliary machines.

CHAMPION SHOE MACHINERY CO., 3723-41 Forest Park Bvd., St. Louis, Mo.

Please send me particulars about a shoe store repair department.

Name Street
City State

CLARKE'S

A Year of Progress

A retrospect of our work and the results achieved during 1918 gives us unqualified satisfaction. Many new business connections—old ones strengthened—and the biggest volume of business of any year in the firm's history are, we feel, tributes to our service and to the quality of our products.

For 1919

CLARKE'S PATENT LEATHER

will retain to the fullest extent the quality that has given it world wide reputation. Every dealer who insists on Clarke's Patent will win custom of the most profitable kind.

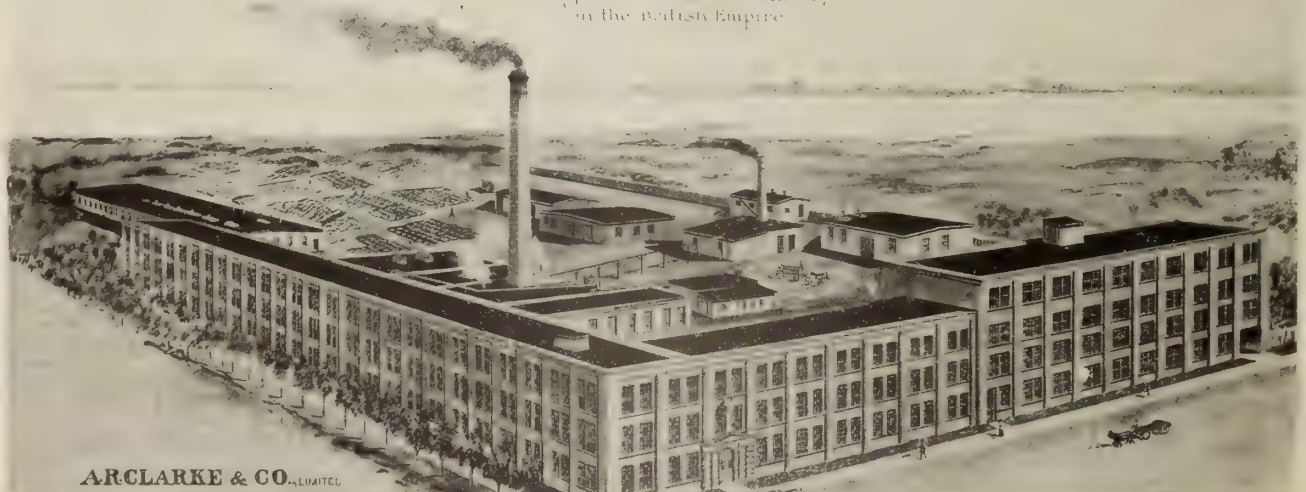
A. R. CLARKE & CO., Limited

The Largest Patent Leather Manufacturers in the British Empire

MONTREAL TORONTO QUEBEC



*The Largest Patent Leather Factory
in the British Empire*



A. R. CLARKE & CO., LIMITED

